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NAHCR
NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT
RECRUITMENT SURVEY

June, 1991

Provided by:

Nursing91

1111 Bethlehem Pike, Springhouse PA 19477 (215) 646-8700

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NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

RECRUITMENT SURVEY

June, 1991

SUMMARY

- The RN shortage continues the moderating trend first noted in 1989. Confirming the easing of the shortage are indicators achieving record highs in 1988 and lows this year: average number of RN vacancies (30 vs. 42 in 1988) and RNs to be recruited (70 vs. 100 in 1988).

- Other variables impacting the demand for RNs drop to record lows after registering highs in the early 1980's: RN turnover rate of 15%, down from 17% last year and far below the 27%/30% of the last shortage in the early 1980s; and the average daily patient census of 69% vs. 72% last year and a gradual decline from the 82% of the early '80s.

- Other declines: 8% RN FTE vacancy rates vs. 10% in 1990; recruitment of foreign nurses now 18% vs. 23% in 1990; and recruitment budget dollars--down 1.5% on the heels of 23%/26% hikes the previous two years.

- Benefits offered to health care employees show little change following an increase last year in those directed at attracting new nurses.

- The few increases in recruitment values are recorded in: Cost per hire ($2,396) up 12.6% after an increase of 8% in 1990; use of recruitment agencies (37% vs. 33%/34% for the past two years); and number of recruitment trips (average 16, more than any year since 1980).

- Allied health care data changed very little. Physical therapists continue to be the hardest position to fill (70%) by a wide margin.

- Minimum nursing salaries increased by about 5%--less than the 6% to 8% in 1990. Maximum RN salaries maintain the same 8% increase as last year. Base salaries for allied health personnel are up 5%/6% while maximum salary increments are similar to nurses.

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BACKGROUND

The 1991 Recruitment Survey was sent to members of the National Association for Health Care Recruitment on January 16, 1991. Information was requested concerning bed capacity, staffing, employee benefits, recruitment methods, and duties associated with the recruiter position. The questionnaire was a slight modification of the 1990 form and included new questions about professional/technical positions not being actively recruited this year and a breakdown of recruitment trips by distance.

This is the twelfth consecutive year that Springhouse has conducted the survey for the Association, documenting this decade's recruitment events and trends since 1980. Data presented in this year's report is for selected years only. Please refer to previous reports for specific information on the years since 1980 which are not included.

METHOD AND RESPONSE

Questionnaires were sent to 1123 recruiters from the NAHCR active membership of 1526 in the continental U.S. A follow-up postcard was mailed on January 28. As in previous years: 1. The names of NAHCR members employed by the same facility were combined into one request for information. 2. Agencies and recruiters for hospital corporations are not included due to the incompatibility of their numerical data with individual hospitals. (Data from recruiters serving hospital complexes with 2-10 facilities is included.)

Region:	Questionnaires Mailed #	Tabulated Responses #	Response Rate %
Northeastern	337	121	36
Southern	314	101	32
North Central	294	119	40
Western	178	72	40
National	1123	414	37

Information about 409 acute care or combination facilities and 5 strictly long term bed facilities was tabulated giving a response rate of 37%. The NAHCR conducted a $300 drawing among survey respondents. The response rate is slightly higher than last year's 35% but not up to the 1989 record 42% utilizing an identical $300 cash award.

REGIONS

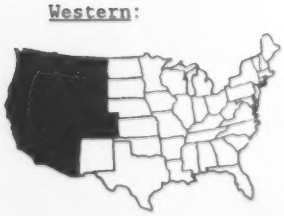
North Central:

IL, IN, IA, KS, KY, MI, MN, MO, NE, ND, OH, SD, WI

Northeastern:

CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV

Western:



AZ, CA, CO, ID, MT, NV, OR, UT, WA, WY

Southern:

AL, AR, FL, GA, LA, MS, NM, NC, OK, SC, TN, TX

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The majority of survey respondents (99%) recruit for acute care/short term hospitals. As in 1990 most of these facilities (77%) have only short term beds, while 22% recruit for acute care hospitals with some long term beds. An additional 5 recruiters (1%) are employed in facilities with only long term beds. Information from these five institutions is not included in the standard tables. A separate section describes the characteristics of these long term institutions and acute care facilities with long term beds.

HOSPITAL DATA

According to respondents, the average number of beds is 432--up 3% over the 419 last year. The general composition of survey hospitals by bed capacity has not varied over the past 7 years with the majority in the 100-499 (65%) and 500-999 (27%) range. A comparable 3%/4% have more than 1000 or less than 100 beds. Again this year, most respondents (76%) say that bed capacity has remained the same and 16% report an increase--unchanged from last year. The 69% average daily patient census continues a gradual decline from 82% in the early '80s and 72% for the past two years.

The national average for budgeted FTE (full-time/full-time equivalent) RNs is 413--up 7% from 385 last year but following declines of 10% and 3% the previous two years. This increase exceeds the current 3% increase in bed size. Nationally, the ratio of bed capacity per FTE RN (1.05) and the daily patient census/nurse ratio (0.72) are down slightly over last year following a slight increase last year--and continuing the steady decline since 1980.

	1991 Bed Capacity::One FTE RN				Daily Patient Census::One FTE RN			
	1991	1990	1985	1980	1991	1990	1985	1980
Northeastern	0.98	1.18	1.38	1.59	0.75	0.98	0.96	1.31
Southern	1.16	1.11	1.38	1.59	0.78	0.72	1.00	1.28
North Central	1.07	1.09	1.12	1.63	0.69	0.73	0.80	1.36
Western	0.98	0.88	1.02	1.26	0.63	0.61	0.72	1.00
National	1.05	1.09	1.19	1.56	0.72	0.79	0.86	1.27

How to read the tables:

*Nationwide in 1991, one FTE nurse is responsible for 1.05 beds based upon the total beds available in the hospital. * "Licensed" specified in 1990/91.*

One nurse is responsible for 0.72 of those occupied on a daily average. Based on the inverse ratio, there were 1.4 FTEs nurses per patient.

Staffing mix changes for full-time vs. part-time RNs are the same as last year. Half (50%) indicate no change while the 24% saying fewer full time/more part-time almost cancels the 20% saying more full-time/fewer part-time.

The 69% RN, 14% LPN/LVN, 14% Nurses Aide composition of hospitals shows little change over the past three years. The percentage of RNs (69%) is down slightly (70% in 1990, 72% in 1989), perhaps due to specifying 2 new options this year: Nurse Externs (used by 4%) and techs (used by 7%). As in the past, the RN composition is higher in the West (76%) and lower in the South (64%) while the other two regions are about average.

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RECRUITING BUDGET/NURSING VACANCIES

Again this year, seven out of ten hospitals have a separate recruitment budget, and almost all of those who do provide specific data. Recruitment budgets, averaging $233,429 in 1991, are actually 1.5% lower than last year--a big change from the annual 23%/26% increase of the past two years. Recruitment budgets declined in only three previous studies since 1980. Declines in two years coincided with recessionary periods: 1981 (down 24%) and 1983 (-8%). The implementation of DRGs may have contributed to the 1983 decline as well as causing the 4% drop in 1984.

As mentioned in previous reports, it is difficult to compare budgets among facilities due to expected variations by hospital size and since not all recruitment budgets cover the same expenditures. For example, some budgets cover recruiter salaries (62%); others (30%) do not. Some facilities do not fund advertising out of their recruitment budgets (7%). Other budgets do not include travel (9%), or miscellaneous expenses (37%). Since recruiter salaries are a fairly high percentage of most budgets, it is peculiar that the average budget including recruiter salaries ($276,279) is down 4% over 1990 ($287,127) while those without salaries ($146,338) are 16% higher than 1990 ($126,559). (Regional comparisons are risky due to the small number in some areas.)

Nationwide, however, slightly more respondents this year report a budget increase (57% vs. 52% last year but not as many as the 62% in 1989) and fewer remain the same (16% vs. 26%). The percentage of facilities starting a new recruitment program (4%) is equal to 1990--slightly lower than the previous two years (8%/10%).

The national average for the number of FTE RNs to be recruited this year (70) is down from 78 last year and significantly lower than the 99/100 of 1987/88. The national average number of RN FTE vacancies (30 vs. 34 in 1990) drops for the third year in a row (after peaking at 42 in 1988), but is still considerably higher than the low 13/17 in 1984/85.

The 8% value for the percentage of nursing vacancies in each hospital--calculated as the number of RN FTE vacancies divided by budgeted number of RN FTEs--is down from 10% last year. With the exception of the South with an 11% vacancy rate, all other regions register 7%/8%. This calculation has been collected individually from each facility since 1986. Based upon aggregate totals since 1980, the high vacancy rates of 12.6 and 11.5 in the early 80's dropped to a record low of 3.6 in 1984; rose steadily to a high of 9.5 in 1988 then dropped off to 8.6/8.8 and the current 7.3%.

JOB SPECIALTIES - RELATIVE DIFFICULTY IN HIRING

As in 1990, Medical surgical is the nursing specialty considered hardest to fill by the most respondents (58%)--up from 50% last year. ICU/CCU follows closely at 56%--up significantly from the all-time low of 37% last year. Med/surg surpassed ICU/CCU in the South (69% vs. 52%) and is about even in the Northeast (56%/54%) and North Central states (both 56%). In the West, ICU/CCU (63%) is significantly higher than Med/surg (51%).

Difficulty in filling Operating Room positions (36%) is a record high--up dramatically from 7% last year, 9% in 1989, and the previous high of 26% in 1986. Also increasing in hiring difficulty are Oncology (15%) and Ob/Gyn/maternal nurses (11%)--up from 6%/7% last year.

This year's questionnaire asked respondents to indicate specialties in order of difficulty in filling the positions. Almost a third (30%) cite Med/surg as the hardest to fill, followed by ICU/CCU (23%) and OR (11%). As second in difficulty, ICU/CCU (19%) is slightly higher than Med/surg (15%) and OR (14%). These three specialties are about equal (11%/13%) as third in difficulty.

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RECRUITMENT METHODS

The 15% national turnover rate for nurses sets a record low again this year--lower than 17% last year, and much below the 27%/30% in the early 1980's. The cost per hire continues to rise (12.6% over the last year compared to an 8% rise in 1989 and 3% in 1988). Now $2,396 nationally, the cost is somewhat higher in the North Central states ($2,539) and West ($2,529) than in the Northeast ($2,400) and South ($2,150).

The use of recruiting/employment agencies, 37% nationwide, is slightly greater than the 33%/34% of the past two years and approaching the record high of 41% in 1988. The type nursing positions filled by agencies this year is primarily administration (61%) rather than staff (33%), almost identical to 1988 and 1989 rather than the equal 47%/45% utilization last year.

Nationwide, fewer facilities (18% vs. 23%) currently recruit foreign nurses. Again use is greater in the Northeast and South (24%/25%) and West (21%) than in North Central states (3%). In addition, fewer who recruited foreign nurses this year plan to do so in 1992--49% vs. 60% last year. Canada, with 38 mentions nationwide, is the major source, followed by the United Kingdom (23), and the Philippines (18).

As in the past, virtually all recruiters utilize local advertising and career days to recruit nursing personnel. About three-quarters contact new nurses through individual campus visits, job fairs, and student nurse conventions. The use of other advertising methods is comparable to last year and represents substantial preference by two-thirds of the recruiters: non-local advertising, national journal advertising, and career directories.

Nationally, respondents made more recruitment trips this year than in any year since 1980--an average of 16 vs. 14 in 1990, 15 in 1989. Nevertheless, slightly more say they made the same number of trips than the previous year (45% vs. 42%) and less say more (32% vs. 36%) or fewer trips (14% vs. 16%). A new question this year asked respondents to distinguish between local (50 miles or less), non local (over 50/under 100 miles) and distant (out of state) trips. Almost all (93%) made local trips--an average of 8 trips. Not surprisingly, fewer (75%) traveled between 50 and 100 miles and still fewer (61%) out of state--an average of 4 or 5 of these longer trips. With the exception of the percentage taking 50 to 100 mile trips in the West (59% vs. an average of 75%), regional variations are negligible.

ALLIED HEALTH RECRUITMENT

This year slightly more respondents (294, or 72% vs. 65% last year) provide information about recruitment of allied health personnel. Once again, only national values are reported in the tables since most regional numbers are too small to produce meaningful comparisons.

Physical therapists continue to be the hardest positions to fill (70%), comparable to the past two years. Radiology technicians (46%) follow--slightly lower than 1990 (52%) and 1989 (57%). Difficulty in filling Pharmacist (36%) and Occupational therapist (35%) are equal to 1990. Respiratory therapist drops to 19% from 28% and Medical Lab technologist (29%) is lower than Medical technologist (35%) last year when "Lab" was not specified.

As in 1990, respondents were asked to list positions that are hardest to fill in order of difficulty, with #1 being most difficult. Most recruiters again regard PTs as the most problematic by a wide margin with 49% (vs. 45% last year) saying it is number one in difficulty. Radiology technicians are next in the most difficult category (11%, down from 18%) and closely followed by Pharmacists (9% vs. 12%).

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When asked what recruiting methods had been most successful, respondents equate local advertising (28%, down from 43% in 1990) and national professional journal advertising (28%, equal to 27% in 1990). Mass direct mailings (13%) and referrals/word of mouth (10%) are down slightly from 17%/18% while career days (17%) and campus visits (10%) are unchanged. Nonspecified ads (20%) register a slight increase over last year (18%).

The needs and requirements in allied health recruitment show little change since 1988. Respondents report few vacancies (1-2) in allied health positions. Again this year fewer respondents indicate they have no vacancies in most positions--down an average of 15 percentage points compared to a drop of 9 points last year. However, recruitment goals are similar to last year and average 3 for Respiratory therapists and Medical Lab technologists and one or two each for all others.

LONG TERM/EXTENDED CARE

Although the number of respondents in only long term facilities is small and percentages not projectable, some interesting observations can be made.

As in 1990, respondents in exclusively long term/extended care facilities recruit for more average long term beds (202) than those in combination facilities (116). The staffing mix is notably different with long term facilities using fewer RNs (21% vs. 70% in acute care and 64% in acute care with some long term beds) and substantially more nurses aides (67% vs. 13%/18%). LPN/LVN (13%) use is about the same in all facilities.

Due to staffing mix variations, the number of RNs to be recruited (12) is obviously smaller than in acute care and/or some long term bed hospitals (70).

RETENTION

This question about programs and benefits most helpful in retention was reintroduced last year after an absence of five years. Current results are generally comparable to 1990. Leading benefits continue to be: tuition reimbursement (19%), working conditions (18%), flexible scheduling (14%), educational/CEUs (12%), and career ladder (10%). Slight declines are recorded for salary (12% vs. 17%) and pay back differentials/buy back options (9% vs. 11%).

BENEFITS

In addition to health and life insurance, virtually all facilities (91% to 93%) offer pension plans, tax sheltered annuities, dental insurance, and credit unions to health care employees, with little change over the last six years. This year the availability of child care centers (40%) levels off after increasing gradually from 23% in 1984) as does the availability of weliness centers (40%), stable since 1985 after increasing from 31% in 1984.

Benefits offered to nurses in particular have also stabilized somewhat after impressive changes last year in benefits designed to attract new nurses. Moderate increases continue in flexible staffing (89% vs. 86% in 1990--up from 55% in 1980) and clinical laddering (56% vs. 51% last year and up from 38% in 1984 when first included in the survey). Gains of 5 to 6 percentage points are recorded for retention bonuses (15%) and work study programs for students (39%).

A new nursing benefit listed this year reveals wide regional variations in the payment of relocation expenses (46% nationwide). Prevalence ranges from highs in the South (67%) and West (65%) to lows of 28%/35% in the Northeast and central states.

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SALARIES

Average minimum nursing salaries are uniformly 4.5% to 5.7% higher than last year, a slightly smaller increase than the 6% to 8% of the past two years. Most maximum nursing salaries virtually duplicated the 8% raise of last year. Also as in 1989/90, the average salaries for LPN/LVNs and minimum for staff nurses are slightly higher in the Northeast than in other regions, while the usual somewhat higher salaries in the West prevail for nursing supervisor and D.O.N.. This year however, minimum and maximum head nurse salaries are slightly higher in the Northeast than in the West.

The average minimum RN salary of $26,874 (up 4.5%) varies by $4,400 from the high $29,145 in the Northeast to lows of $24,714 in the South and $25,361 in the North Central states. The $5,800 spread for the average maximum RN salary of $40,194 is again a dichotomy with highs in the West ($42,774) and Northeast ($43,184) and lows in the South ($38,264) and North Central states ($37,381).

The difference between the average minimum and maximum RN salary is now $13,000 up from $11,000 in 1990 and $10,000 in 1989. Salary compression is easing: average maximum nursing salaries are now 50% more than average minimum salaries. This compares to 42%/43% for the past two year and 35% in 1985.

The percentage of facilities paying extra for a BSN over a Diploma or Associate Degree nurse is unchanged (27% vs. 26% in 1990). Pay differential for a BSN has been as high as 30% to 33% in 1981/82, 1984 and 1989.

Allied health minimum salaries rose 5% to 6% over 1990--slightly more than the increment received by nurses. Maximum salary increases of 7%/8% for allied health care personnel are comparable to those in nursing. Average base salaries are: Pharmacists ($35,132), Physical therapists ($29,794), Occupational therapists ($27,824), and Radiology technicians ($21,496).

NURSE RECRUITER - COMPENSATION/RESPONSIBILITY/CERTIFICATION

The amount of time spent on recruitment (60%) is down following record highs of 69%/70% in 1989/90. Interestingly, the percentage of time spent on retention (20%) is also lower, albeit only slightly, than in 1989/90 (23%/24%). A new option this year reveals that 22% of the respondents' time is devoted to non recruitment/ retention activities with no regional variation whatsoever.

This year respondents were asked to specify the department to which they reported --different from recent years, "to whom do you report", but a minor modification of a previous question asked from 1980 to 1984. Currently, slightly more report to Nursing (47%) than to Human Resources (42%) while few report to Personnel (12%) with a few (10 respondents) reporting to two departments. Nurse recruiters in 1984 "worked out" of Nursing (49%) or Personnel (44%) with 4% involved in both.

Respondents this year say the average annual salary for recruiters is $35,613 with highs in the Northeast ($38,883) and West ($38,652) compared to those in the South ($33,112) and North Central states ($32,338). Last year, with replies from multiple recruiters, the average respondent's salary was $34,598.

Another slightly revised and restored question this year asked about the number of recruiters employed in each facility. Currently there are an average of 1.9 recruiters per facility with a narrow range of 1.8 to 2.0 in each region. In 1985, respondents said that 1.6 "worked with them in recruiting"--down from 1.8/1.9 in 1980/81.

Unfortunately, with little regional variation, only 13% of the respondents answered a new question about professional/technical positions <u>not</u> being actively recruited this year. LPNs and Pharmacists (10 each), followed by Occupational, Respiratory, and Physical therapists, (5-8), are the leading positions not being recruited. "No openings" was the primary reason given (30 mentions for all positions).

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HEALTHCARE RECRUITMENT SURVEY

JUNE 1991

HOSPITAL DATA

Data deleted from facilities with only long term beds.

In what region is your facility located?

	1991 #	1990 #	1985 #	1980 #
Northeastern	118	125	66	50
Southern	101	73	54	85
North Central	119	91	66	75
Western	71	61	35	32
National	409	350	221	242

What is the bed capacity of the hospital for which you recruit? ("Licensed" specified in 1990/91)

	0-99 # Beds 1991 %	0-99 # Beds 1990 %	100-299 # Beds 1991 %	100-299 # Beds 1990 %	300-499 # Beds 1991 %	300-499 # Beds 1990 %	500-999 # Beds 1991 %	500-999 # Beds 1990 %	1000+ # Beds 1991 %	1000+ # Beds 1990 %
Northeastern	3	4	37	30	32	35	22	26	7	3
Southern	4	1	23	26	31	33	38	33	4	7
North Central	2	2	22	23	47	45	27	26	2	1
Western	6	7	30	41	39	38	20	15	4	-
National	3	3	28	29	37	38	27	25	4	3

What is the bed capacity of the hospital for which you recruit?

	Average 1991 #	Average 1990 #	Average 1985 #	Average 1980 #	Range 1990 #
Northeastern	429	424	430	486	(61-1391)
Southern	462	481	459	438	(48-1567)
North Central	436	420	472	490	(76-1555)
Western	390	332	367	379	(84-1200)
National	432	419	440	456	(48-1567)

How does this compare to the capacity in 1990?

	Increase 1991 %	Increase 1990 %	Increase 1985 %	Decrease 1991 %	Decrease 1990 %	Decrease 1985 %	Same 1991 %	Same 1990 %	Same 1985 %
Northeastern	14	14	11	5	9	8	81	76	82
Southern	21	25	13	3	5	9	71	70	78
North Central	16	9	3	7	10	33	71	80	64
Western	13	16	17	6	7	9	80	74	74
National	16	15	10	5	8	16	76	75	74

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?

	Average 1991 #	Average 1990 #	Average 1985 #	Average 1980 #	Range 1991 #
Northeastern	438	360	362	306	(50-1674)
Southern	400	432	333	275	(19-1684)
North Central	407	384	422	300	(70-1800)
Western	397	379	360	300	(25-1308)
National	413	385	371	293	(19-1800)

Has the mix of full-time and part-time RNs changed in the past year?

	Yes, more full-time/ fewer part-time 1991 %	Yes, more full-time/ fewer part-time 1990 %	Yes, more full-time/ fewer part-time 1986 %	Yes, fewer full-time/ more part-time 1991 %	Yes, fewer full-time/ more part-time 1990 %	Yes, fewer full-time/ more part-time 1986 %	No change 1991 %	No change 1990 %	No change 1986 %
Northeastern	26	24	27	19	17	28	51	55	47
Southern	20	15	17	19	29	33	55	48	44
North Central	16	20	26	28	35	37	50	40	34
Western	18	10	9	35	33	47	41	51	44
National	20	19	21	24	27	35	50	49	42

What is the average daily patient census?

By % licensed beds	1991 %	1990 %	1985 %	Range 1991 %
Northeastern	77	81	80	(43-100)
Southern	67	67	7[illegible]	(33-100)
North Central	64	66	71	(33-100)
Western	66	69	72	(40- 90)
National	69	72	74	(33-100)

By number	Average 1991 #	Average 1990 #	Average 1985 #	Average 1980 #	Range 1991 #
Northeastern	328	354	347	402	(32-1363)
Southern	312	310	333	351	(40-1363)
North Central	279	280	339	409	(32-900)
Western	250	231	259	299	(47-900)
National	296	303	326	372	(40-770)

What is the nursing staff mix in your hospital?

	RN 1991 %	RN 1990 %	RN 1989 %	LPN 1991 %	LPN 1990 %	LPN 1989 %	Nsg. Aides 1991 %	Nsg. Aides 1990 %	Nsg. Aides 1989 %	N. Ext (1991 only) %	Tech. (1991 only) %
Northeastern	69	66	69	14	14	15	15	20	17	4	5
Southern	64	67	68	17	18	19	16	14	13	4	9
North Central	68	72	73	13	13	16	14	15	11	4	7
Western	76	78	79	10	13	12	10	10	9	5	7
National	69	70	72	14	15	16	14	15	13	4	7
1991 range	(20-100)			(0-45)			(0-49)			(0-30)	(0-58)

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RECRUITMENT BUDGET (Data deleted from facilities with only long term beds.)

- Do you have a separate recruitment budget?

	Yes			No		
	1991	1990	1985	1991	1990	1985
	%	%	%	%	%	%
Northeastern	66	58	62	33	42	36
Southern	71	77	72	28	23	28
North Central	66	77	62	33	23	36
Western	68	75	54	32	23	46
National	68	70	63	32	30	36

For total recruitment budget...

Include: Direct recruiting costs--recruiter and recruiting staff salaries, travel, advertising, and recruitment materials.

Do not include: Indirect recruiting costs--overhead, office space, utilities, and orientation.

If Yes: What is your total recruitment budget for the year 1990-1991? (Values from 261 individuals)

	Average		Range	Median		Average With Salaries		Average Without Salaries	
	1991	1990	1991	1991	1990	1991	1990	1991	1990
	$	$	$	$	$	$	$	$	$
Northeastern	249,559	265,371	(2,000-1,750,000)	156,216	175,054	287,418	311,024	130,513	164,724
Southern	252,833	315,158	(6,000-1,500,000)	180,365	223,950	300,372	357,683	138,069	191,997
North Central	186,999	137,253	(10,000-1,500,000)	111,966	100,000	237,227	186,442	131,776	73,262
Western	256,877	221,549	(7,200- 700,000)	213,957	173,500	276,931	252,064	220,783	108,600
National	233,429	237,074	(2,000-1,750,000)	165,850	163,600	276,279	287,127	146,338	126,559

If Yes: How does this compare to your budget for the last fiscal year?

	Increase				Decrease				Same				New program/other				No Answer			
	1991	1990	1985	1980	1991	1990	1985	1980	1991	1990	1985	1980	1991	1990	1985	1980	1991	1990	1985	1980
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	37	36	24	70	29	25	32	8	21	29	29	12	8	6	7	-	5	4	7	10
Southern	63	64	33	59	18	5	49	7	13	23	13	9	4	4	3	-	3	4	3	25
North Central	66	59	24	64	14	9	46	4	15	21	27	16	3	6	-	-	3	6	2	16
Western	65	50	37	60	15	7	37	9	13	33	16	9	2	2	-	-	6	9	11	22
National	57	52	29	63	19	12	41	6	16	26	22	12	4	5	3	-	4	5	5	19

If Yes, What percent of your current budget is for:

BUDGET INCLUDES SALARY: (Responses from 173 individuals)

	Salary			Range	Travel			Range	Advertising			Range
	1991	1990	1985	1991	1991	1990	1985	1991	1991	1990	1985	1991
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	37	33	40	(11-64)	7	7	10	(0-27)	41	42	42	(0-80)
Southern	30	30	43	(8-80)	11	11	7	(0-32)	29	36	27	(0-84)
North Central	38	37	56	(5-86)	9	8	8	(0-30)	33	37	19	(0-69)
Western	33	36	44	(10-70)	7	9	6	(0-20)	42	36	32	(8-75)
National	35	34	47	(5-86)	8	9	8	(0-32)	36	38	29	(0-84)

	Recruitment materials			Range	Other			Range
	1991	1990	1985	1991	1991	1990	1985	1991
	%	%	%	%	%	%	%	%
Northeastern	9	8	6	(0-30)	7	9	2	(0-29)
Southern	12	10	9	(0-48)	17	12	15	(0-55)
North Central	12	12	9	(0-45)	8	6	9	(0-39)
Western	7	7	8	(0-25)	11	12	9	(0-56)
National	10	10	8	(0-48)	11	10	9	(0-56)

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RECRUITMENT BUDGET (Continued)

BUDGET DOES NOT INCLUDE SALARY: (Responses from 82 individuals)

	Travel				Advertising				Recruitment materials				Other			
	1991 %	1990 %	1985 %	Range 1991 %	1991 %	1990 %	1985 %	Range 1991 %	1991 %	1990 %	1985 %	Range 1991 %	1991 %	1990 %	1985 %	Range 1991 %
Northeastern	13	14	13	(0-60)	38	58	60	(0-90)	19	19	17	(0- 90)	9	10	4	(0-40)
Southern	20	14	17	(0-60)	38	62	47	(0-75)	22	13	11	(0-100)	22	11	11	(0-90)
North Central	12	18	22	(0-30)	50	43	43	(0-89)	21	28	12	(0-80)	17	10	23	(0-50)
Western	13	8	14	(0-44)	60	64	69	(22-100)	8	21	5	(0-20)	19	7	12	(0-75)
National	15	15	15	(0-60)	51	55	53	(0-100)	19	21	13	(0-100)	16	10	10	(0-90)

Other expenses for 1990-1991 - All budgets (10 or more mentions Nationally): Programs/open houses (36), relocation expenses (35) subscription/dues/publications (29), bonuses/incentives (25), office supplies/postage (23), education reimburs/scholarships (20) recruitment/ retention foreign (17),retension programs (15), interview expenses (11), meals (10), agency/recruiter fees (10)

NURSE RECRUITMENT

How many RNs (full-time equivalents) do you plan to recruit this year?

	Average 1991 #	1990 #	1985 #	1980 #	Range 1991 #
Northeastern	61	64	75	108	(2-300)
Southern	84	94	84	120	(2-500)
North Central	61	74	65	107	(7-300)
Western	82	93	70	102	(10-290)
National	70	78	73	110	(2-500)

How many RN FTE vacancies do you currently have?

	Average 1991 #	1990 #	1985 #	1980 #	Range 1991 #
Northeastern	26	31	20	31	(0-255)
Southern	37	40	17	43	(0-200)
North Central	25	33	15	36	(0-159)
Western	32	32	16	38	(0-197)
National	30	34	17	37	(0-255)

What percent RN FTE vacancies do you currently have? (Calculated value from # vacancies & # FTE on staff of individual facilities.)

	Average 1991 %	1990 %	1989 %	1988 %	1987 %	1986 %	Range 1991 %
Northeastern	7	10	10	10	9	7	(0-26)
Southern	11	11	11	13	12	8	(0-50)
North Central	7	10	8	7	7	6	(0-34)
Western	8	9	8	10	8	7	(0-28)
National	8	10	9	10	9	7	(0-50)

What is your annual turnover rate for Full-Time Equivalent RNs?

$$\text{Turnover rate} = \frac{\text{\# of FTE RNs terminated in 1990}}{\text{Average \# FTE RNs on staff 1990}}$$

	Average 1991 %	1990 %	1985 %	1980 %	Range 1991 %
Northeastern	14	15	19	29	(1-32)
Southern	16	21	20	34	(1-45)
North Central	14	15	16	27	(1-35)
Western	15	18	16	31	(1-37)
National	15	17	18	30	(1-45)

What is your cost per FTE hire?

$$\text{Cost per hire} = \frac{\text{(All RN recruitment operational expenses + all recruitment employee salaries)}}{\text{Total number of RNs hired in 1990}}$$

	Average 1991 $	1990 $	1985 $	1980 $	Range 1991 $
Northeastern	2,400	2,433	1,247	649	(100-10,000)
Southern	2,150	2,071	1,256	816	(100-9,500)
North Central	2,539	1,900	750	682	(100-12,500)
Western	2,523	1,883	1,135	777	(200-12,000)
National	2,396	2,128	1,073	731	(100-12,500)

In the past year, did you utilize a recruiting or employment agency?

	Yes 1991 %	1990 %	1985 %	1980 %	No 1991 %	1990 %	1985 %	1980 %
Northeastern	31	30	26	18	69	69	73	82
Southern	40	38	22	32	60	60	78	68
North Central	36	32	15	28	64	68	85	72
Western	43	34	17	47	57	64	80	53
National	37	33	20	30	63	66	79	70

If Yes: What types of positions are filled by agencies?

National level	1991 %	1990 %	1988 %	1987 %
Nursing Administration	61	47	57	42
Nursing staff	33	45	36	31
Therapists	9	4	10	11
Other	5	16	12	13
(Base)	(149)	(115)	(104)	(55)

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NURSE RECRUITMENT (continued)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

NORTHEASTERN	1991 %	1990 %	1985 %	1980 %
Medical/surgical	56	48	11	36
ICU/CCU	54	27	67	84
Psychiatric/mental health	9	8	18	6
Oncology	9	5	3	-
Neurosurgery/neurology	8	4	6	12
Geriatric	4	2	-	-
Operating room	31	5	15	14
Hemodialysis	1	1	-	-
All specialties	0	3	5	-
Evening/night staff	3	4	-	-
Pediatric	6	4	2	-
Emergency room	12	2	6	-
Telemetry	4	2	-	-
Ob/gyn/nursery/maternal	11	5	3	-
Burn unit	1	1	6	-
Respiratory	1	1	-	-
Rehabilitation	7	1	2	-
Coronary/cardiac surgery	3	2	-	-
Orthopedic	3	1	3	4
(Base)	(118)	(125)	(66)	(50)

WESTERN	1991 %	1990 %	1985 %	1980 %
ICU/CCU	63	41	63	72
Medical/surgical	51	41	-	-
Operating room	49	16	26	19
Ob/gyn/nursery/maternal	24	8	11	6
Oncology	14	7	9	6
Evening/night shift	10	2	9	-
Pediatric	9	8	6	-
Hemodialysis	7	-	-	-
Rehabilitation	6	7	9	-
Neurosurgery/neurology	6	7	3	-
Telemetry	4	8	-	-
Orthopedic	4	7	-	-
Coronary/cardiac surgery	4	3	3	-
Emergency room	3	8	3	-
Psychiatric/mental health	3	2	14	-
All specialties	1	-	6	-
Geriatric	1	1	-	-
Burn unit	0	3	-	-
Respiratory	0	1	-	-
(Base)	(71)	(61)	(35)	(32)

SOUTHERN				
Medical/surgical	69	64	57	64
ICU/CCU	52	40	13	54
Operating room	33	5	26	4
Oncology	22	8	9	8
Pediatric	9	7	4	-
Ob/gyn/nursery/maternal	7	7	11	7
Hemodialysis	7	2	7	-
Psychiatric/mental health	6	-	9	-
Orthopedic	6	5	2	-
Neurosurgery/neurology	6	4	6	-
Telemetry	5	7	-	-
Emergency room	5	1	2	-
Evening/night shift	3	4	-	-
Burn	3	1	-	-
Coronary/cardiac surgery	3	1	4	-
Rehabilitation	2	4	2	-
All specialties	0	3	-	-
(Base)	(101)	(73)	(54)	(85)

NORTH CENTRAL				
ICU/CCU	56	48	64	51
Medical/surgical	56	48	3	36
Pediatric	6	5	5	4
Oncology	17	10	2	8
Ob/gyn/nursery/maternal	5	5	5	-
Operating room	35	5	15	-
Psychiatric/mental health	5	4	12	9
Telemetry	7	1	-	-
Emergency room	7	3	11	-
Rehabilitation	11	3	5	-
Coronary/cardiac surgery	12	5	-	-
Orthopedic	8	1		-
Hemodialysis	1	2	3	-
All specialties	1	-	6	-
Evening/night shift	1	1	3	-
Burn unit	2	3	5	-
Neurosurgery/neurology	3	2	8	7
Geriatrics	4	-	-	-
(Base)	(119)	(91)	(66)	(75)

NATIONAL				
Medical/surgical	58	50	7	42
ICU/CCU	56	37	63	65
Operating room	36	7	20	7
Oncology	15	7	5	6
Ob/gyn/nursery/maternal	11	6	7	3
Rehabilitation	7	3	4	-
Emergency room	7	3	6	-
Pediatric	7	6	4	1
Coronary/cardiac surgery	6	3	2	-
Neurosurgery/neurology	6	4	6	6
Psychiatric/mental health	6	4	14	4
Orthopedic	5	3	1	9
Recovery room	5	-	1	-
Telemetry	4	4	-	-
Evening/night shift	3	3	2	-
Hemodialysis	3	2	3	-
Geriatric	3	1	1	-
Burn unit	2	2	4	-
All specialties	1	2	4	-
(Base)	(409)	(350)	(221)	(242)

NATIONAL How difficult? (where 1 = hardest to fill)	1 %	2 %	3 %
			1991 only
Medical/surgical	30	15	13
ICU/CCU	23	19	13
Emergency room	2	3	2
Orthopedic	1	2	2
Hemodialysis	1	1	1
Psychiatric/mental health	2	2	2
Geriatric	1	1	1
Burn unit	1	1	*
Neurosurgery/neurology	1	2	2
Pediatric	2	2	2
Rehabilitation	2	3	2
No answer	4	13	31
Operating room	11	14	11
Evening/night shift	*	2	2
Coronary/cardiac surgery	3	2	1
Oncology	4	7	4
Ob/gyn/nursery/maternal	3	3	4

Other mentions (more than 5 nationwide): longterm (10), management (7), step-downs (6)

*less than 0.5%

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NURSE RECRUITMENT (continued)

Did you recruit nurses from outside the United States during 1991?

	Yes				No			
	1991 %	1990 %	1985 %	1981 %	1991 %	1990 %	1985 %	1981 %
Northeastern	24	27	11	24	76	72	89	74
Southern	25	34	13	24	75	66	87	76
North Central	3	8	-	9	98	92	100	91
Western	21	21	14	25	79	77	86	74
National	18	23	9	20	83	77	91	79

Do you plan to recruit foreign nurses during 1991?

	Yes		Maybe		No	
	1991 %	1990 %	1991 %	1990 %	1991 %	1990 %
Northeastern	11	17	11	14	78	68
Southern	16	23	25	18	59	59
North Central	2	3	18	13	81	82
Western	13	15	17	18	70	66
National	10	14	18	15	73	69

If yes: What countries? (more than 2 Nationwide one year since 1980)

Countries	1991 #	1990 #	1984 #	1981 #
Northeastern:				
Philippines	14	17	14	13
United Kingdom and Ireland	10	16	3	8
Canada	9	11	2	7
Jamaica/West Indies	3	7	2	1
China, Japan, Orient, Korea	2	3	-	-
India	-	2	-	-
Australia/New Zealand	3	2	-	-
Netherlands/Belgium	-	1	-	-
Southern:				
Canada	17	20	6	16
United Kingdom and Ireland	7	8	1	7
Philippines	3	3	1	7
India	-	2	-	-
Australia/New Zealand	3	1	-	4
Jamaica/West Indies	-	1	-	-
Netherlands/Belgium	1	-	-	-
North Central:				
Canada	-	2	1	9
Jamaica/West Indies	-	2	-	-
Philippines	-	1	-	3
United Kingdom and Ireland	2	1	-	2
Netherlands/Belgium	-	-	-	-
India	-	1	-	-
Australia/New Zealand	-	1	-	-
China; Japan; Orient; Korea	1	1	-	-
Western:				
Canada	12	10	2	18
United Kindom and Ireland	4	5	3	11
Jamaica/West Indies	-	-	1	-
Philippines	1	2	-	2
Belgium/Netherlands	-	-	-	-
Australia/New Zealand	4	3	-	3

During the past year, what has been the most successful method of recruitment for you?

	Northeastern			Southern			North Central			Western			National		
	1991 %	1990 %	1985 %	1991 %	1990 %	1985 %	1991 %	1990 %	1985 %	1991 %	1990 %	1985 %	1991 %	1990 %	1985 %
Local advertising	64	57	65	55	51	52	55	45	59	58	57	69	58	53	61
Career days	23	25	35	21	26	19	40	39	42	21	33	20	27	30	31
Individual campus visits	16	15	21	26	34	15	28	31	14	28	23	11	24	25	16
Career directories	5	6	11	12	12	32	4	2	8	11	12	26	8	7	17
Job fairs	12	5	17	6	4	2	20	14	5	9	7	3	12	7	7
National nursing journal advertising	5	5	6	13	15	24	3	26	3	14	20	11	8	8	10
Student nurse conventions	7	4	11	12	14	9	8	7	17	9	3	6	9	7	11
Specialty nurse meetings	2	3	2	7	3	2	3	1	2	3	3	-	4	3	1
Nonlocal newspaper advertising	3	3	5	6	3	6	2	4	3	6	5	14	4	4	6

National level	Users					Success by Users					
						Most		Moderately		Little/No	
	1991 %	1990 %	1988 %	1987 %	1986 %	1991 %	1990 %	1991 %	1990 %	1991 %	1990 %
Local advertising	98	97	97	98	96	59	54	35	41	6	5
Career days	94	95	92	90	88	29	32	58	51	13	18
Individual Campus visits	72	79	75	69	61	33	31	51	50	16	19
Job fairs	75	74	67	63	48	16	10	54	51	29	39
Student nurse conventions	75	73	72	62	56	11	9	54	59	35	32
Nonlocal newspaper advertising	67	66	79	69	68	6	6	33	30	62	65
Career directories	64	65	70	63	67	12	11	42	47	46	42
National journal advertising	65	64	71	65	60	12	13	40	46	48	41
Specialty nurse meetings	55	55	58	47	35	7	5	32	35	61	60

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NURSE RECRUITMENT (continued)

How many recruitment trips did you make last year?

	Average			Range
	1991	1990	1985	1991
	#	#	#	#
Northeastern	17	14	9	(1-85)
Southern	18	17	7	(3-80)
North Central	16	18	9	(1-62)
Western	11	6	2	(1-50)
National	16	14	7	(1-85)

How does this compare to previous years?

	More			Same			Less		
	1991	1990	1988	1991	1990	1988	1991	1990	1988
	%	%	%	%	%	%	%	%	%
Northeastern	26	30	65	46	42	21	22	21	1
Southern	38	40	62	38	38	23	14	15	6
North Central	38	42	66	45	44	27	8	10	5
Western	21	36	52	55	44	32	13	15	4
National	32	36	62	45	42	25	14	16	4

How many recruitment trips were local (50 miles or less), nonlocal (over 50/under 100), and distant (out of state)?

	Average # trips						Percentage taking trips		
	Local		Nonlocal		Distant		Local	Nonlocal	Distant
	#	Range	#	Range	#	Range	%	%	%
Northeastern	10	(1-50)	5	(1-25)	4	(0-20)	96	70	55
Southern	7	(1-30)	6	(1-28)	4	(0-19)	95	85	68
North Central	7	(1-27)	7	(0-28)	3	(0-10)	91	80	65
Western	7	(1-30)	3	(1-10)	5	(1-25)	88	59	58
National	8	(1-50)	5	(0-28)	4	(0-25)	93	75	61

RETENTION (National level only)

What program or benefit offered by your facility is most helpful in retention?
(Asked in selected years 1980-1984 and 1990)

National	1991	1990	1989	1980
	%	%	%	%
Tuition reimbursement	19	23	22	12
Working conditions	18	18	6	5
Flexible scheduling	14	15	12	6
Salary	12	17	8	9
Educational /CEU's	12	9	12	16
Career ladder	10	11	8	9
Pay differentials/buy back options	9	11	-	-
No shift rotation	8	3	-	-
Medical insurance benefits	7	7	14	7
Day care	6	7	2	-
Vacations	5	5	2	-
Benefits/flexible benefits	3	7	5	-
Recognition program	3	4	-	-
Bonuses	3	6	-	-
Scholarships	2	2	-	-
Other mentions	11	7	-	-

Other mentions (more than 2 mentions):

#	
10	Pension plans
4	Relocation bonus

LONG TERM/EXTENDED CARE National values only due to small # in each region.
Includes 142 in facilities with both short & long term beds and 5 recruiters (19 facilities) with long term beds only.

How many long term beds do you have?

	1991	Average # Beds	Range (1991)
Both	136	116	(6-759)
Long term only	201	202	(100-816)

Which of the following positions are covered by your recruiting?

	Both		Long term only	
	1991	1990	1991	1990
	%	%	%	%
RN	97	96	80	100
LPN/LVN	93	85	80	78
Nurses Aides	79	72	80	56
Physical Therapists	36	37	20	44
Pharmacist	30	32	-	11
Other	34	33	20	33

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ALLIED HEALTH RECRUITMENT - National values only due to small # responding (294--58 to 97 per region)

How many of the following allied health FTE (full time equivalents) vacancies do you plan to recruit this year?

	Current Vacancies: Average			Current Vacancies: No Vac.			Ave. # to be recruited		
	1991	1990	1989	1991	1990	1989	1991	1990	1989
	#	#	#	%	%	%	#	#	#
Pharmacists	1	1	1	33	47	59	2	2	2
Physical Ther.	2	2	1	15	31	44	3	3	2
Occupational Ther.	1	1	1	27	51	64	1	1	1
Respiratory Ther.	2	2	2	28	34	42	3	4	3
Medical Lab Tech.	2	2	2	21	35	45	3	3	2
Medical Records Tech.	1	-	-	39	-	-	1	-	-
Radiologic Tech.	2	2	2	20	35	30	3	3	2
Nurses	30	34	37	3	1	2	70	78	86

Other current positions (1991) (more than 5 mentions)

#	
18	Nuclear technician
16	Radiation therapy tech
13	Medical transcriptionist
9	Social worker
9	Cytotechnologist
8	Physical ther. Asst.
7	CRNA
7	Dietician
6	Physician Assistant
6	Ultra Sonographer

Which positions are hardest to fill? (limited to three in 1990)

	1991	1990	1989	1988	1987
	%	%	%	%	%
Physical Ther.	70	67	69	60	66
Radiology Tech.	46	52	57	13	19
Pharmacist	36	38	62	29	28
Medical Lab Tech.	29	35	51	15	NA
Medical Records	7	-	-	-	-
Occupational Ther.	35	34	46	20	15
Respiratory Ther.	19	28	51	21	21
Other	16	15	14	8	30

How difficult? (where 1 = most difficult to fill)

	1			2			3		
	1991	1990	1989	1991	1990	1989	1991	1990	1989
	%	%	%	%	%	%	%	%	%
P.T.	49	45	35	15	14	12	6	6	6
Radiol.	11	18	10	17	16	9	18	17	9
Pharm.	9	12	12	14	13	12	12	11	11
Med. Recd.	1	-	-	1	-	-	4	-	-
Resp. T.	6	6	5	5	15	8	9	6	9
Med.Lab Tech	5	8	4	11	11	7	13	16	8
Occ. T.	9	6	5	19	18	11	8	9	7
Other	6	3	3	6	5	3	4	6	2

During the past year, what methods of recruiting allied health personnel have been successful for you?

	1991	1990	1989	1987
	%	%	%	%
Local advertising	28	43	48	46
Nat. prof. journal advertising	28	27	25	27
Ads	20	18	14	*
Career days	17	16	14	13
Job fairs	14	12	9	9
Mass direct mailings	13	17	9	*
Referral/word of mouth	10	18	12	10
Indiv. campus visits	10	10	14	10
Nonlocal newspaper advertising	*	*	2	10
Agency/prof. recruiters	6	3	5	*
Conventions/meetings	3	5	4	9

Other methods (more than 4 mentions)

#	
15	Scholarship/loans/tuition
17	Hiring/sign-on bonus

* less than 0.5%

ALLIED HEALTH SALARIES - Average minimum and maximum

	Minimum		Maximum		Range		Minimum		Maximum		Range
	1991	1990	1991	1990	1991		1991	1990	1991	1990	1991
	$	$	$	$	$		$	$	$	$	$
Physical therapist							**Radiologic Technician**				
Northeastern	30,216	27,478	41,565	37,886	(25,000 - 58,082)	NE	23,906	21,073	32,224	28,383	(16,973 - 46,065)
Southern	29,692	28,436	43 378	40,533	(20,000 - 52,499)	S	19,652	18,930	29,069	27,591	(14,550 - 37,773)
North Central	29,121	27,370	41,243	38,305	(23,192 - 68,000)	NC	20,097	19,462	28,487	27,048	(17,000 - 36,916)
Western	30,507	29,226	42,669	40,629	(23,075 - 52,278)	W	23,090	21,847	32,773	30,389	(18,116 - 44,712)
National	29,794	27,994	42,087	39,150	(20,000 - 68,000)	N	21,496	20,245	30,380	28,227	(14,550 - 46,065)
Occupational therapist							**Medical Technologist**				
Northeastern	28,588	27,099	40,227	37,647	(24,003 - 57,000)	N	24,663	22,550	33,577	30,347	(17,332 - 48,000)
Southern	27,999	27,147	41,268	38,856	(18,750 - 52,499)	S	22,274	21,597	32,373	31,169	(16,972 - 39,250)
North Central	26,514	24,978	37,587	34,880	(19,802 - 51,521)	NC	23,008	22,010	32,757	30,927	(17,888 - 40,449)
Western	28,944	27,341	40,308	37,963	(23,075 - 55,016)	W	26,575	24,849	37,040	34,555	(18,276 - 46,800)
National	27,824	26,502	39,585	37,109	(18,750 - 57,000)	N	23,913	22,629	33,688	31,576	(16,972 - 48,000)
Respiratory therapist							**Pharmacist**				
Northeastern	24,701	23,011	33,376	30,714	(15,059 - 45,136)	NE	35,549	32,669	48,356	43,596	(25,400 - 63,750)
Southern	21,494	21,373	31,860	30,770	(15,600 - 39,500)	S	34,742	32,186	51,049	46,314	(24,420 - 65,998)
North Central	21,776	20,429	30,597	28,460	(15,500 - 37,440)	NC	33,284	31,707	46,774	44,296	(25,717 - 55,269)
Western	23,068	21,835	32,331	30,364	(16,812 - 42,619)	W	38,411	36,762	51,328	49,185	(19,962 - 75,400)
National	22,682	21,583	31,901	29,982	(15,059 - 45,136)	N	35,132	33,039	48,979	45,444	(19,962 - 75,400)

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BENEFITS

In addition to health and life insurance, does your facility offer the following benefits to health care employees?
(1985, 1980 values are for nurses only)

Pension Plan:

	1991 %	1990 %	1985 %	1980 %
Northeastern	98	93	97	90
Southern	83	90	85	85
North Central	96	95	99	95
Western	94	89	97	97
National	93	92	95	91

Tax shelter annuity:

	1991 %	1990 %	1985 %	1980 %
Northeastern	98	91	91	76
Southern	85	95	85	49
North Central	92	95	94	85
Western	93	92	91	72
National	92	93	91	69

Credit union:

	1991 %	1990 %	1985 %	1980 %
Northeastern	84	86	74	54
Southern	94	93	91	86
North Central	91	98	88	73
Western	96	97	97	84
National	91	93	86	75

Dental Insurance:

	1991 %	1990 %	1984 %	1980 %
Northeastern	91	89	79	42
Southern	87	89	59	12
North Central	96	93	75	39
Western	94	97	100	88
National	92	91	75	36

Pharmacy discount:

	1991 %	1990 %	1985 %	1984 %
Northeastern	78	80	85	85
Southern	74	88	91	83
North Central	75	80	82	80
Western	76	79	80	73
National	76	81	85	81

Wellness center:

	1991 %	1990 %	1985 %	1984 %
Northeastern	36	32	24	27
Southern	40	45	46	30
North Central	44	42	49	35
Western	42	43	66	33
National	40	39	43	31

Child care center:

	1991 %	1990 %	1985 %	1984 %
Northeastern	48	45	32	21
Southern	38	38	28	22
North Central	42	41	30	32
Western	30	34	26	12
National	40	41	29	23

Full-time benefits for part-time employees:

	1991 %	1990 %	1987 %	1985 %
Northeastern	24	21	15	30
Southern	14	27	17	17
North Central	23	24	25	23
Western	44	34	39	40
National	24	25	22	26

Pro-rated benefits for part-time employees:

	1991 %	1990 %	1987 %
Northeastern	86	87	88
Southern	80	80	89
North Central	77	80	80
Western	73	79	88
National	80	82	86

Other benefits in 1991 (National only) more than 8 mentions:

#		#		#	
79	Tuition/educational	21	Disability insurance	10	Vision insurance/care
25	Excellent vacation/holiday	13	Child care subsidy/referral service	9	Employee counseling/EAP
24	Flexible spending benefits	12	Free parking	9	Fitness discount/centers
22	Sick child care	11	Other discounts	9	Food discount/free meals

BENEFITS FOR NURSES

Which of the following benefits/opportunities does your facility offer to nurses?

Tuition reimbursement:

	1991 %	1990 %	1984 %	1980 %
Northeastern	99	98	96	100
Southern	92	99	83	79
North Central	99	98	89	89
Western	89	85	79	63
National	96	96	88	84

Paid time off to attend seminars/ continuing education:

	1991 %	1990 %	1985 %	1984 %
Northeastern	88	89	96	96
Southern	81	85	96	97
North Central	85	86	82	89
Western	86	79	97	94
National	85	85	92	94

Special orientations or internship programs (for new graduates):

	1991 %	1990 %	1985 %	1980 %
Northeastern	79	78	91	82
Southern	80	95	83	94
North Central	73	74	82	94
Western	86	82	83	94
National	79	81	85	91

Evening/weekend shift differential payment: for (1990/91 see below)

	1988 %	1987 %
Northeastern	87	82
Southern	88	86
North Central	78	78
Western	70	64
National	82	78

Flexible staffing:

	1991 %	1990 %	1985 %	1980 %
Northeastern	88	82	64	38
Southern	87	97	74	62
North Central	91	86	73	59
Western	90	80	71	53
National	89	86	70	55

Critical care internship:

	1991 %	1990 %	1988 %	1987 %
Northeastern	37	34	44	49
Southern	49	63	55	57
North Central	39	32	34	33
Western	72	61	70	48
National	47	44	49	47

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BENEFITS FOR NURSES (continued)

Evening/night differential payment: (1990/91 only)

	1991 %	1990 %
Northeastern	98	96
Southern	94	99
North Central	100	100
Western	96	93
National	97	97

Weekend differential payment: (1989/90 only)

	1991 %	1990 %
Northeastern	64	62
Southern	74	85
North Central	67	71
Western	55	49
National	66	67

Scholarships for student nurses: (1990/91 only)

	1991 %	1990 %
Northeastern	57	48
Southern	78	81
North Central	64	60
Western	45	53
National	62	59

Clinical laddering:

	1991 %	1990 %	1988 %	1984 %
Northeastern	56	47	50	38
Southern	62	63	50	39
North Central	52	46	34	30
Western	55	53	54	49
National	56	51	47	38

Refresher courses: (to retrain returning nurses)

	1991 %	1990 %	1988 %	1984 %	1980 %
Northeastern	20	18	35	16	42
Southern	28	27	23	19	46
North Central	21	26	22	19	47
Western	27	21	20	8	44
National	24	23	26	16	45

Work study programs for students:

	1991 %	1990 %	1988 %	1984 %
Northeastern	32	35	27	42
Southern	33	32	27	46
North Central	34	36	24	37
Western	39	31	26	37
National	34	34	26	41

Sign-on bonus:

	1991 %	1990 %	1988 %
Northeastern	15	20	24
Southern	29	30	30
North Central	33	28	22
Western	20	20	14
National	24	24	23

Retention bonus:

	1991 %	1990 %	1988 %
Northeastern	11	10	10
Southern	16	7	14
North Central	19	12	5
Western	13	8	6
National	15	9	9

Relocation Expenses: (1991 only)

	1991 %
Northeastern	28
Southern	67
North Central	35
Western	65
National	46

Other benefits (National only) more than 5 mentions:

#	#	#
43 Shift options/bonuses/Baylor plan	16 Certification bonus	12 Scholarships/externships
18 Pay differential	15 Referral/recruitment bonuses	
17 Loan program/forgiveness	14 CEUs/education	

Do you pay more for a BSN than a diploma or an ADN?

	Yes 1991 %	1990 %	1985 %	1980 %	No 1991 %	1990 %	1985 %	1980 %
Northeastern	35	26	35	38	64	73	64	62
Southern	24	23	22	34	72	75	78	66
North Central	21	28	23	39	77	68	74	61
Western	31	26	26	25	66	67	74	72
National	27	26	27	35	70	71	72	65

RECRUITMENT

Are there any professional/technical positions not being actively recruited this year by your facility and what is the reason for not recruiting? (responses from 55 respondents - 13%)

Mentions #	Position	Reasons (more than 1 mention)
10	LPN/LVN	No openings (5), Holding for RN recruitment (2), Budget (2)
10	Pharmacist	No openings (5), Contracted service (4),
8	Occup. Therapst.	No openings (4), Contracted (2), Don't use (2)
6	Resp. Therapst.	No openings (5),
5	Phys. Therapst.	Contracted (3)
4	Radiol. Tech.	No openings (4)
4	Nurses's Aide/Asst.	No openings (2)
4	Superv. RN.	---
3	RNs (1 per diem)	Budget (2)
3	Staff dev./ed.	---
12	Single mentions	No openings (5), Budget (3)

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SALARIES - What is the ANNUAL salary range for each of the following positions?

	Average Minimum 1991 $	1990 $	1985 $	Average maximum 1991 $	1990 $	1985 $	Range 1991
LPN/LVN				**LPN/LVN**			
Northeastern	20,128	18,615		Northeastern	27,125	24,960	(11,817 - 37,481)
Southern	16,084	15,631		Southern	23,880	22,124	(12,982 - 38,035)
North Central	17,235	16,425	N.A.	North Central	24,017	22,396	N.A. (13,328 - 35,000)
Western	19,013	17,357		Western	26,039	23,739	(14,000 - 32,136)
National	18,078	17,211		National	25,207	23,491	(11,817 - 38,035)
RN				**RN**			
Northeastern	29,145	27,493	19,597	Northeastern	43,184	38,178	25,679 (17,574-66,000)
Southern	24,714	24,029	18,405	Southern	38,265	35,741	25,667 (18,174-57,600)
North Central	25,361	24,153	19,242	North Central	37,382	34,450	25,735 (19,700-57,650)
Western	28,749	26,431	22,024	Western	42,774	38,780	30,027 (22,464-70,000)
National	26,874	25,721	19,591	National	40,194	36,811	26,404 (17,574-70,000)
Head nurse				**Head nurse**			
Northeastern	37,035	34,380	24,033	Northeastern	50,400	45,463	31,604 (25,717-75,000)
Southern	31,438	31,425	22,874	Southern	46,903	44,843	31,357 (22,700-66,768)
North Central	31,864	30,452	23,982	North Central	45,551	43,060	32,869 (21,000-58,386)
Western	36,959	33,767	27,675	Western	52,742	47,699	37,267 (27,878-80,000)
National	34,180	32,627	24,352	National	48,592	45,063	32,894 (21,000-80,000)
Supervisor				**Supervisor**			
Northeastern	37,853	35,085		Northeastern	51,652	46,679	(20,000-79,200)
Southern	32,358	31,906		Southern	46,604	45,377	(24,705-62,800)
North Central	33,032	31,663	N.A.	North Central	46,912	45,048	N.A. (24,186-66,816)
Western	39,038	36,131		Western	55,686	49,213	(26,520-85,800)
National	35,360	33,673		National	49,874	46,404	(20,000-85,800)
Director of Nursing				**Director of Nursing**			
Northeastern	50,548	46,821	36,857	Northeastern	74,283	67,869	48,350 (31,299-200,000)
Southern	42,523	42,794	31,695	Southern	63,906	61,985	43,895 (29,000-110,700)
North Central	44,004	42,097	34,372	North Central	63,261	59,713	48,279 (30,000-106,200)
Western	53,338	46,973	40,263	Western	76,502	66,485	54,511 (35,360-125,000)
National	47,358	44,790	35,495	National	69,333	64,245	48,304 (29,000-200,000)

RECRUITER

What is the average annual salary for recruiters in your facility? (1991 only)

	Averages 1991 $	Range 1991 $
Northeastern	38,883	(21,000-65-000)
Southern	33,112	(16,000-46,000)
North Central	32,338	(15,000-47,000)
Western	38,652	(19,000-60-000)
National	35,613	(15,000-65,000)

What is your annual salary? (1980-1990)

	Averages 1990 $	1989 $	1985 $	1980 $
Northeastern	37,153	35,195	27,188	18,322
Southern	32,251	31,248	27,017	18,014
North Central	31,730	30,713	26,819	19,516
Western	36,834	36,767	31,691	21,504
National	34,598	33,282	27,773	19,019

What percent of your time is spent on ....

	Recruitment Average 1991 %	1990 %	1985 %	1980 %	Range 1990 %		Retention Average 1991 %	1990 %	1989 %	1988 %	Range 1990 %		Non-recruit/reten. activity Average (1991 only) %	Range %
Northeastern	61	71	66	74	(5-100)	Northeastern	21	23	24	21	(0-67)	Northeastern	23	(0-90)
Southern	58	72	57	72	(2-90)	Southern	22	26	26	23	(0-70)	Southern	22	(0-96)
North Central	62	71	54	73	(10-100)	North Central	18	21	21	21	(0-60)	North Central	21	(0-90)
Western	61	66	59	78	(10-90)	Western	20	21	25	23	(0-60)	Western	23	(0-90)
National	60	70	59	73	(2-100)	National	20	23	24	22	(0-76)	National	22	(0-96)

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RECRUITER (Continued)

To which department do you report? (1991 only)

	Hum. Res.	Nsg.	Pers.	Oth.
	%	%	%	%
Northeastern	56	33	10	1
Southern	54	34	10	4
North Central	31	53	18	1
Western	46	51	7	4
National	47	42	12	2

Do you as a recruiter work out of....

	Nursing		Personnel		Both	
	1984-1981		1984-1981		1984-1981	
	%	%	%	%	%	%
Northeastern	45	44	47	44	5	9
Southern	48	35	47	35	2	5
North Central	56	39	38	39	3	5
Western	47	37	45	37	4	4
National	49	39	44	39	4	6

Including yourself, how many recruiters are employed in your facility?

	Average			Range
	1991	1985*	1980*	1991
Northeastern	2.0	1.6	1.8	(0-9)
Southern	1.9	1.7	2.0	(0-8)
North Central	1.8	1.6	1.6	(0-6)
Western	1.9	1.5	1.8	(1-4)
National	1.9	1.6	1.8	(0-9)

How long have you held this job?

	Average # years			Range
	1991	1990	1985	1991
	#	#	#	#
Northeastern	3.9	3.7	3.8	(*-23)
Southern	2.8	2.8	3.7	(*-15)
North Central	4.0	4.0	3.9	(*-24)
Western	3.9	3.9	4.3	(*-16)
National	3.7	3.6	3.8	(*-24)

How long have you been engaged in recruiting?

	Average # years			Range
	1991	1990	1985	1991
	#	#	#	#
Northeastern	5.3	4.8	4.6	(*-17)
Southern	4.1	4.5	4.2	(1-20)
North Central	5.0	4.8	4.6	(*-18)
Western	5.6	5.7	5.4	(*-17)
National	5.0	4.9	4.6	(*-20)

(* Less than 6 months)

What is your title?

	Nurse Recruiter			Nurse Recruitment/ Resource/Employ. Coord., Dir., Mgr.		Employment Mgr., Dir. Coordinator			Nurse Recruitment & Retention Dir., Coordinator, Mgr.			Prof. Health Care Recruiter Recruiter	
	1991	1990	1985	1991	1990	1991	1990	1985	1991	1990	1985	1991	1990
	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	35	33	52	14	19	10	16	12	12	12	9	3	4
Southern	34	30	32	14	16	12	18	11	14	8	20	14	13
North Central	31	28	27	19	10	23	26	23	8	8	12	10	11
Western	30	19	26	23	28	21	27	26	10	10	23	9	4
National	33	29	35	17	17	16	21	17	11	10	15	9	8

	Personnel-Specialist, Coordinator, Director			Nursing Admin. D.O.N./Assistant			Other			Other titles (more than 2 mentions Nationally)
	1991	1990	1985	1991	1990	1985	1991	1990	1985	
	%	%	%	%	%	%	%	%	%	#
Northeastern	5	6	8	7	1	9	14	1	-	5 Human Resources Specialist/Mgr./Dir.
Southern	2	5	13	4	2	13	6	7	3	
North Central	5	5	14	3	2	9	1	11	3	
Western	1	3	6	3	4	14	-	4	1	4 Allied Health Recruiter
National	4	5	10	4	2	11	6	7	1	

What is the highest level of education you have completed?

	Associate Degree				Diploma			Bachelor's Degree				Master's Degree				Other			
	1991	1990	1985	1980	1991	1990	1985	1991	1990	1985	1980	1991	1990	1985	1980	1991	1990	1985	1980*
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	4	10	5	10	12	12	17	53	52	52	70	30	22	23	8	1	3	-	26
Southern	9	13	15	16	13	10	13	49	58	48	52	26	15	15	12	1	4	4	35
North Central	6	7	11	14	11	13	15	65	56	55	60	13	13	12	4	3	7	5	38
Western	16	10	9	19	4	9	20	47	56	49	50	32	18	17	19	-	6	3	22
National	8	10	10	14	11	11	16	54	55	51	57	24	17	17	10	1	5	3	32

*1980 figures include Diploma nurses

Are you an RN?

	Yes				Female			
	1991	1990	1985	1980	1990	1989	1985	1980
	%	%	%	%	%	%	%	%
Northeastern	81	75	77	64	93	95	88	88
Southern	76	68	72	58	94	92	87	80
North Central	62	60	70	75	93	91	89	84
Western	70	57	77	88	94	99	91	94
National	72	66	74	68	93	94	89	85

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We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Please take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

NAHCR
National Association For Health Care Recruitment
P. O. Box 5769
Akron, Ohio 44372

Does the survey provide you with information that is useful?

	Yes	No
for you	[]	[]
for your administration	[]	[]
other (please specify)		

_____

Is the information presented in an easily understood form?

[] Yes [] No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____

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NANR

National Association of Nurse Recruiters

NATIONAL ASSOCIATION OF NURSE RECRUITERS
RECRUITMENT SURVEY

June, 1984

Provided by:

Nursing'84

1111 Bethlehem Pike, Springhouse PA 19477 (215) 646-8700

NATIONAL ASSOCIATION OF NURSE RECRUITERS

RECRUITMENT SURVEY

June, 1984

Background

The 1984 Recruitment Survey was sent to members of the National Association of Nurse Recruiters on February 6, 1984. Information was requested concerning bed capacity, staffing, employee benefits in the facilities for which they recruit, and about recruitment methods and duties associated with the recruiter position. The questionnaire was a slight modification of the 1983 form and included a new question about the implementation of D.R.G.s. A follow-up postcard was mailed on March 6, 1984.

Please save your copy of this year's report for use in comparing recruitment statistics over a period of time. In order to keep the report a manageable size, in the future information will be presented only for selected years.

Method and response

Questionnaires were sent to 1161 nurse recruiters from a NANR membership list of 1469. As in previous years, the names of NANR members employed by the same facility were combined into one request for information. In addition, an attempt was again made to delete the names of agencies and recruiters for hospital corporations due to the incompatibility of their numerical data with individual hospitals. Nevertheless, replies from eight hospital group recruiters were received--more than in the past. Other than the areas involving numbers, information from these respondents is comparable to other findings of this survey.

	Questionnaires Mailed #	Coded Responses #	Response Rate %
Region:			
Northeastern	325	103	32
Southern	330	94	28
North Central	302	97	32
Western	204	51	25
National	1161	345	30

REGIONS

Northeastern: WV, VA, MD, DC, DE, PA, NJ, NY, VT, NH, CT, RI, MA, ME

Southern: TX, OK, LA, AR, MS, AL, TN, FL, GA, NC, SC, NM

North Central: ND, SD, MN, IA, WI, IL, NE, KS. MO, KY, IN, MI, OH

Western: WA, MT, OR, ID, CA, NV, AK, HI, UT, WY, CO, AZ

Unfortunately, the membership list supplied to Springhouse Corporation for mailing the survey questionnaire contained the names of inactive members and produces a lower response rate than in the past. A second membership list, obtained for the mailing of this report, contains 1070 active members--a 19% decline over last year. A comparison of the

names on the two lists reveais that many hospitals no longer maintain multiple recruiter memberships in NANR. The membership growth rate has turned downward from the 1% increase of 1983 and the 58% gain recorded in 1981.

Information about 345 facilities was tabulated giving a response rate of 30% which compares favorably to the 37% of the past four years, if allowances are made for the inactive members which were included. Nationally, and in the Southern and North Central regions, the response rate dropped 7 percentage points (18%-20%) and the number of facilities reporting is down by 15%. The response rate and the number of hospitals from the western states each decreased by 35%. Northeast figures are virtually identical to last year.

As in the past, most regions are dominated by facilities in the more populous states, e.g., California comprises 53% of the West; New York and Pennsylvania, 26% and 18%, respectively, of the Northeast; and Texas and Florida, 25% and 20%, respectively, of the South. At 14%-15% each, four states lead the North Central region: Illinois, Missouri, Ohio, and Indiana. Hospitals in these nine states comprise 61% of the data included in this survey.

A comparison of the data for this year with the previous years confirms the declining recruitment trend which appeared in the 1983 Recruitment Survey. This summary will focus on significant developments which may have a drastic impact upon the nurse recruiting profession in the immediate future.

Summary

According to the responses tallied from the nurse recruiters, the average number of beds is 446--up slightly over 1983. The number of facilities indicating an increase in bed capacity has dropped slightly (13% vs. 17% in 1983) and those reporting a decrease has risen by the same amount. Over three-quarters (77%) indicate no change in bed capacity in both years.

The average daily patient census has dropped to 78% this year--down from the 82% of 1983. Nationally almost half of the respondents indicate a decrease in the average daily patient census and regional variations range from 63% in the North Central states to 37% in the West. No change is reported by 23% during the last fiscal year, and 20% have experienced an increase.

It is encouraging to note, however, that the average number of budgeted full-time/equivalent RNs has risen to 358 from 327 last year--a 9% increase--with a corresponding reduction in the ratios of registered nurses to beds. For the first time in the past five years, the number of occupied beds per nurse falls below the one-to-one ratio on a nationwide basis. The ratio of nurse to bed capacity and to daily patient census have both dropped a quarter of a bed since the highs of 1980.

	RN::Bed Capacity (Ratio)					RN::Daily Patient Census (Ratio)				
	1984	1983	1982	1981	1980	1984	1983	1982	1981	1980
Northeastern	1.34	1.32	1.36	1.51	1.59	1.12	0.98	1.17	1.27	1.31
Southern	1.38	1.51	1.60	1.50	1.59	1.04	1.30	1.27	1.21	1.28
North Central	1.17	1.28	1.46	1.41	1.63	0.92	1.03	1.23	1.16	1.36
Western	0.97	1.23	1.15	1.09	1.26	0.71	0.97	0.87	0.86	1.00
National	1.25	1.34	1.40	1.38	1.56	0.97	1.07	1.15	1.12	1.27

*How to read the table: Nationwide in 1984, one nurse is responsible for 1.25 beds based upon the total beds available in the hospital. One nurse is responsible for 0.97 of those occupied on a daily average.

From 86% to 93% of the facilities in most regions indicate that they will be governed by DRG regulations and from 6% to 8% will not. The apparent regional variation existing in the Northeast is false. Several states in the Northeast have, or will have, state controlled prospective payment regulations which are apparently known by initials other than "DRG," causing respondents from three states to respond negatively to this question.

Recruitment Budget:

Over a third of the respondents (35%)--with considerable regional variation ranging from 27% in the South to a high of 42% in the North Central states--could not provide budget figures. Twelve percent (12%) state that they do not have a separate recruitment budget and 23% did not answer the question. Only 212 (61%) give details about budget expenditures. Data regarding the allocation of recruitment resources are again presented in two tables to distinguish between the 79 respondents (23%) who do not include salary in the computation of percentages and the 133 (39%) who do itemize salary.

Please note that many facilities operate on a fiscal year which does not commence on January 1 and budget figures are the most recent available rather than projections for 1985. In view of decreased recruiting activity, more facilities (39% vs. 31% last year) report that their recruitment budget has decreased and fewer (16% vs. 28%) indicate an increase. Dollar amounts which peaked nationally in 1982 continue the downward trend which appeared last year. The $80,000 average budget is 4% lower this year and declines ranging from 1% to 16% occur in three regions. The 13% increase in the West counteracts the tremendous 34% loss from 1982 to 1983--a value considerably above the 8% nationwide decline for that period.

The number of RN FTE vacacies appears to have leveled off at 1983 figures, which are only about one-third of the 1980 value. The national average of 13 varies from 9 in the North Central states to 17 in the Northeast. With the exception of North Central facilities, the average number of nurses to be recruited shows an increase over last year's projections which included many answering "none--a hiring freeze." Regional variations are striking--Western facilities predict the largest increase (+53%) which balances the largest decrease (-50%) of the previous year. The Northeast and South indicate increases of 22% to 25% compared to decreases of 33% to 35% last year. Projections for North Central hospitals continue to move downward and drop 7% on top of the rather average 34% in 1983.

As in last year's survey, a third of the respondents are unable to make a prediction about the number of nurses to be recruited during the coming year. Almost half of those unable to give an absolute number mention that they will only be filling vacancies to maintain current staffing.

ICU/CCU continues to be the nursing specialty which is the most difficult to fill throughout the United States and is cited by 60% at the national level--a percentage which has consistantly been between 45% and 65% since the inception of the survey. Medical/surgical staffing follows (13% nationwide) and has dropped steadily from the 42% registered in 1980 and the 22% last year. Six recruiters state that no specialty is hard to fill and two claim that now they can "afford to pick and choose."

Recruitment program

The turnover rate also appears to have leveled off at 1983 values and, at 18% nationally, is 40% of the 1980 rate.

The cost per hire has reversed the upward climb of the past and is 15% lower than last year, with declines in Northeastern and North Central facilities of 20%-21% and the South at 27%. Expenditures in the West, however, have risen by 30% over 1983, but their increase of 2% last year was far removed from the 26% to 53% gain of the other areas.

The utilization of temporary staffing agencies and recruiting/employment agencies are both 7 percentage points below last year and have evidenced a continuous decline since 1980. Western facilities buck the trend in the use of employment agencies with an increase of 6 percentage points--primarily for supervisory personnel. Spending through temporary staffing agencies has risen, although only 34 respondents provide figures for this expenditure.

As in all past years, local advertising is the preferred recruiting technique--used by 89% nationally--and is considered the most successful by 57% of the respondents. Career days follow in utilization--84% nationally--and in all regions excepting the West where Career Directories are used by 76% compared to the 67% scheduling career days. Career days receive a mixed "most successful" evaluation: 50% in the North Central states, 34% in the Northeast, 27% in the South, and 14% in the West. Student nurse conventions rank third in use at the national level, used by 63% of those responding, but they are deemed most successful by only 8%. On the other hand, journal advertising is utilized by half of the respondents and also achieves an 8% success evaluation.

All recruitment incentives have dropped over time, including the financial bonus to referring nurses which is now reported by 18%--down from 23% last year and 35% in 1980. The average number of recruiting trips stands at nine--down from 14 in 1981.

Benefits to staff nurses show little movement over 1983 programs. Fewer hospitals (16% nationwide) conduct refresher courses for nurses returning to work--down 38% over last year and 64% below the high of 1980 when 45% offered such courses. Tuition reimbursement continues to be regarded as the most helpful benefit in recruiting and retention--cited by 28% and 22%, respectively.

Nurse recruiter

Starting salaries for staff nurses, head nurses, and supervisors show a modest 3% to 4% gain, compared to gains of 5% to 6% last year, and the average high salaries for these positions increased by the same percentages. The average salary of respondents increased 7% this year in keeping with the 8% of 1983. Once again those at the upper range of the pay scale are managers and directors who frequently devote less than 25% of their time to recruiting.

While there is little deviation from last year in the percentage indicating that their job responsibilities have changed (60% vs. 62% in 1983) or in those reporting a decrease in recruitment activities (12% vs. 13%), the percentage of time devoted to recruiting has eroded slowly from the 73% of 1980 to the 57% of today. More respondents this year indicate a participation in other programs (22%--up 11 percentage points) and additional hiring authority (17%--up 6 percentage points) and fewer respondents emphasize retention activities (15%--down 6 percentage points).

Respondents answering to the title of "Nurse Recruiter" or "Professional Recruiter/Coordinator" has dropped by 5 percentage points and those designated as "Coordinator of Nursing Recruitment and Retention" has risen by 9 percentage points. Seven questionnaires note that the position of "Nurse Recruiter" has been, or soon will be, eliminated and recruiting duties will be assumed by other departments.

NURSE RECRUITMENT SURVEY

JUNE 1984

HOSPITAL DATA

In what region is your facility located?

	1984 #	1983 #	1982 #	1981 #	1980 #
Northeastern	103	103	98	98	50
Southern	94	110	108	117	85
North Central	97	114	120	120	75
Western	51	78	79	91	32
National	345	405	405	426	242

Is the area . . . .

	Urban 1984 %	Urban 1983 %	Rural 1984 %	Rural 1983 %	No answer 1984 %	No answer 1983 %
Northeastern	72	76	23	23	5	1
Southern	84	80	15	13	1	7
North Central	83	83	16	16	1	1
Western	90	86	6	9	4	5
National	81	81	16	16	3	3

Is your facility subject to DRG regulations? (1984 only)

	Yes %	No %	Don't Know %	No Answer %
Northeastern	61	35*	2	2
Southern	93	6	-	1
North Central	91	8	-	1
Western	86	6	2	6
National	82	15	1	2

*Note: *In the Northeastern area, two-thirds of the facilities saying "No" are subject to state-controlled programs known by initials other than "DRG."*

What is the bed capacity of the hospital for which you recruit?

	Average 1984 #	1983 #	1982 #	1981 #	1980 #	Range 1984 #
Northeastern	468	433	430	484	486	(102-1400)
Southern	458	466	447	425	438	(55-2063)
North Central	458	459	451	441	490	(70-1200)
Western	356	375	384	373	379	(107-1100)
National	446	438	432	432	456	(55-2063)

How does this compare to the capacity in 1983?

	Increase 1984 %	Increase 1983 %	Decrease 1984 %	Decrease 1983 %	Same 1984 %	Same 1983 %	NA 1984 %	NA 1983 %
Northeastern	7	11	8	8	85	81	-	-
Southern	21	30	4	2	73	67	2	1
North Central	8	12	19	6	73	81	-	1
Western	16	12	4	5	78	83	2	-
National	13	17	9	5	77	77	1	1

What is the average daily patient census? (1984-83 by % -- previous years by number)

	1984 %	1983 %	Range 1984 %	Previous years 1982 #	1981 #	1980 #
Northeastern	83	85	(52-100)	373	408	402
Southern	77	83	(53-94)	353	343	351
North Central	76	80	(52-98)	378	364	409
Western	75	77	(50-97)	297	295	299
National	78	82	(50-100)	354	353	372

How does this compare to the last fiscal year?

	Increase 1984 %	Increase 1983 %	Decrease 1984 %	Decrease 1983 %	Same 1984 %	Same 1983 %	NA 1984 %	NA 1983 %
Northeastern	25	30	40	23	21	35	14	12
Southern	22	33	45	22	25	34	8	10
North Central	9	21	63	50	22	23	6	6
Western	24	19	37	38	29	35	10	8
National	20	27	47	33	23	31	10	9

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?

	Average 1984 #	1983 #	1982 #	1981 #	1980 #	Range 1984 #
Northeastern	350	327	319	321	306	(55-1300)
Southern	331	308	277	284	275	(24-1546)
North Central	391	360	307	313	300	(52-1150)
Western	366	306	340	343	300	(65-1230)
National	358	327	308	314	293	(24-1546)

RECRUITMENT BUDGET

What is your total recruitment budget for the year 1984-1985?

	Average 1984 $	1983 $	1982 $	1981 $	1980 $	Range 1984 $	Median 1984 $
Northeastern	79,[illegible]37	95,558	90,532	40,721	48,836	(7500-500,000)	57,360
Southern	83,[illegible]	83,807	98,859	49,570	75,521	(100-375,584)	59,360
North Central	7[illegible]	78,979	73,709	46,759	57,938	(1000-400,000)	49,100
Western	7[illegible]81	70,853	106,562	51,378	61,982	(2500-504,469)	60,106
National	80,[illegible]5	83,527	90,607	47,164	61,790	(100-504,469)	56,000

How does this compare to your budget for the year 1983-1984?

	Increase 1984 %	1983 %	1982 %	1981 %	1980 %	Decrease 1984 %	1983 %	1982 %	1981 %	1980 %	Same 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	18	39	51	59	70	30	13	9	4	8	35	34	21	13	12
Southern	20	36	53	55	59	42	23	13	3	7	29	21	11	16	9
North Central	13	18	48	60	64	45	45	14	3	4	20	23	23	15	16
Western	10	18	42	59	60	41	44	13	4	9	27	21	29	13	9
National	16	28	48	58	63	39	31	12	4	6	28	25	20	14	12

	New program/other 1984 %	1983 %	1982 %	1981 %	1980 %	No answer 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	2	3	2	7	-	15	11	16	17	10
Southern	1	6	4	1	-	8	14	19	25	25
North Central	1	3	-	2	-	21	11	15	20	16
Western	-	1	-	2	-	22	16	16	22	22
National	1	3	1	3	-	16	13	17	21	19

What percent of your 1984-1985 budget is for:

Budget includes salary:

	Salary 1984 %	1983 %	1984 Range	Travel 1984 %	1983 %	1982 %	1984 Range	Advertising 1984 %	1983 %	1982 %	1984 Range
Northeastern	48	45	(20-97)	6	8	7	(0-24)	37	36	34	(1-100)
Southern	39	38	(4-70)	13	11	13	(0-30)	30	31	32	(0-77)
North Central	55	49	(25-87)	8	9	11	(0-35)	25	26	31	(2-75)
Western	47	49	(20-95)	10	7	8	(0-34)	32	28	32	(6-70)
National	47	45	(4-97)	9	9	10	(0-35)	31	30	32	(0-100)

	Recruitment 1984 %	1983 %	1982 %	1984 Range	Other 1984 %	1983 %	1982 %	1984 Range
Northeastern	7	7	9	(0-31)	3	5	50	(0-42)
Southern	9	11	12	(0-25)	12	8	43	(0-86)
North Central	7	7	10	(0-25)	8	9	47	(0-48)
Western	11	7	8	(4-25)	7	8	51	(0-28)
National	8	8	10	(0-31)	8	8	46	(0-86)

RECRUITMENT BUDGET (Continued)

Budget does NOT include salary:

	Travel				Advertising				Recruitment				Other			
	1984 %	1983 %	1982 %	1984 Range	1984 %	1983 %	1982 %	1984 Range	1984 %	1983 %	1982 %	1984 Range	1984 %	1983 %	1982 %	1984 Range
Northeastern	13	13	17	(0-25)	66	58	58	(33-90)	18	14	18	(2-50)	4	10	5	(0-34)
Southern	23	21	25	(4-60)	53	51	44	(0-100)	26	15	18	(3-70)	11	12	12	(0-60)
North Central	23	18	20	(0-65)	47	53	56	(0-90)	20	19	18	(0-80)	18	10	9	(0-100)
Western	23	11	19	(5-40)	62	64	52	(25-100)	21	17	20	(10-30)	19	4	10	(0-100)
National	20	17	20	(0-65)	56	55	53	(0-100)	21	17	18	(0-80)	13	10	9	(0-100)

1981 and 1980 budgets: (Salary was included in "Other")

	Travel		Advertising		Recruitment Material		Other	
	Average		Average		Average		Average	
	1981 %	1980 %	1981 %	1980 %	1981 %	1980 %	1981 %	1980 %
Northeastern	15	15	49	46	15	15	21	25
Southern	25	25	37	38	15	15	23	27
North Central	16	16	46	49	17	16	21	17
Western	16	17	50	46	13	15	21	22
National	18	19	46	44	15	15	21	23

Other expenses for 1984-85 -- Combined budgets
(Four or more mentions)

	#		#
Office supplies/operational expenses	19	Relocation expenses	8
Career development/education	17	Open house/career days	6
Dues/fees/memberships	16	Booth fees/conventions	4
Inhouse-retention	12	Bonuses/referral fees	4
Recruitment expenses	9	Special activities/functions	4

With your 1984-1985 budget, how many RNs (full-time equivalents) do you plan to recruit?

	Average					Range
	1984 #	1983 #	1982 #	1981 #	1980 #	1984 #
Northeastern	73	60	92	112	108	(0-300)
Southern	86	69	103	103	120	(0-500)
North Central	51	55	83	105	107	(0-232)
Western	66	43	86	100	102	(0-250)
National	70	58	91	105	110	(0-500)

How many RN FTE vacancies do you currently have?

	Average					Range
	1984 #	1983 #	1982 #	1981 #	1980 #	1984 #
Northeastern	17	16	21	38	31	(0-145)
Southern	14	21	25	36	43	(0-153)
North Central	9	11	17	35	36	(0-42)
Western	11	8	16	37	38	(0-90)
National	13	14	20	36	37	(0-153)

Including referrals, how many RN FTE hires resulted from your recruiting during 1983?

	Average					Range
	1984 #	1983 #	1982 #	1981 #	1980 #	1984 #
Northeastern	89	76	95	104	92	(5-373)
Southern	91	93	113	98	101	(0-340)
North Central	75	80	96	92	98	(0-362)
Western	66	72	114	100	108	(0-351)
National	82	81	104	98	99	(0-373)

RECRUITMENT BUDGET (Continued)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

Region	Specialties	1984 #	1983 #	1982 #	1981 #	1980 #
Northeastern:	ICU/CCU	61	54	53	53	42
	Medical/surgical	19	20	44	71	18
	Psychiatric/mental health	13	9	7	5	3
	Operating room	8	5	-	7	7
	Evening/night supervisors	7	13	6	6	-
	Ob/gyn/nursery	7	6	-	-	-
	Management/supervisory	3	-	-	-	-
	Oncology	2	6	5	6	-
	Neurosurgery/neurology	2	5	9	8	6
	Orthopedic	2	1	1	5	2
Southern:	ICU/CCU	55	62	57	65	54
	Medical/surgical	19	39	42	42	46
	Ob/gyn/nursery/maternal child health	9	12	17	10	6
	Oncology	9	9	9	6	7
	Operating room	6	8	5	5	3
	Neurosurgery/neurology	5	8	5	6	4
	Pediatric	4	5	-	-	-
	Orthopedic	3	3	10	5	5
	Evening/night supervisors	2	8	1	9	-
	Coronary	1	-	6	-	-
	Management/supervisory	1	-	-	-	-
North Central:	ICU/CCU	58	72	70	68	38
	Psychiatric/mental health	13	9	9	7	7
	Oncology	7	7	10	9	6
	Operating room	7	4	8	-	-
	Medical/surgical	6	18	38	32	27
	Management/supervisory	6	2	1	5	2
	Pediatric	5	2	5	5	3
	Neurosurgery/neurology	5	2	4	6	5
	Ob/gyn/nursery/maternal child health	3	10	6	-	-
	Orthopedic	2	8	16	13	13
	Evening/night supervisors	2	4	3	7	-
	Clinical specialists	-	6	-	-	-
	Geriatric	-	2	1	5	2
Western:	ICU/CCU	32	37	50	61	23
	Operating room	14	7	4	13	6
	Ob/gyn/nursery/maternal child health	7	6	8	9	2
	Emergency room	3	7	-	-	-
	Psychiatric/mental health	3	6	-	-	-
	Oncology	3	3	4	8	2
	Neurosurgery/neurology	3	1	7	5	-
	Medical/surgical	2	13	21	24	11
	Evening/night supervisors	2	8	2	5	-
	Orthopedic	1	-	7	8	2
	Management/supervisory	1	-	-	-	-
National	ICU/CCU	206	225	230	257	157
	Medical/surgical	46	90	145	169	102
	Operating room	35	24	17	25	16
	Psychiatric/mental health	33	25	21	12	10
	Ob/gyn/nursery/maternal child health	26	34	33	19	8
	Oncology	21	25	28	29	15
	Neurosurgery/neurology	15	16	25	25	15
	Pediatric	14	10	12	-	3
	Evening/night supervisors	13	33	13	27	-
	Emergency room	11	14	11	-	-
	Management/supervisory	11	-	-	-	-
	Orthopedic	8	12	34	31	22
	Burn Unit	7	-	-	-	-
	Coronary	6	9	13	-	-
	Hemodialysis	6	-	-	-	-
	Clinical specialists	6	12	-	-	-
	Rehabilitation	4	5	10	-	-
	Geriatric	3	3	5	-	-
	Base	**345**	**403**	**405**	**426**	**242**

RECRUITMENT PROGRAM

What is your annual turnover rate for Full-Time Equivalent RNs?

	Average					Range
	1984	1983	1982	1981	1980	1984
	%	%	%	%	%	%
Northeastern	18	21	23	26	29	(2-37)
Southern	22	21	27	32	34	(3-42)
North Central	14	15	20	24	27	(2-34)
Western	17	17	22	25	31	(2-30)
National	18	19	23	27	30	(2-42)

What is your cost per FTE hire?

	Average					Range
	1984	1983	1982	1981	1980	1984
	$	$	$	$	$	$
Northeastern	1040	1300	906	624	649	(248-3230)
Southern	894	1226	975	673	816	(157-4675)
North Central	1025	1291	845	851	682	(90-3200)
Western	1283	989	970	911	777	(140-5000)
National	1033	1215	917	768	731	(90-5000)

What are the usual causes of turnover?

	Spouse transfer/ relocation		Better job/hours/ position		Returning to school		Maternity		Family responsi- bilities		Job dissatis- faction		Salary		Other (see below)		No Answer	
	1984	1983	1984	1983	1984	1983	1984	1983	1984	1983	1984	1983	1984	1983	1984	1983	1984	1983
	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**
Northeastern	72	70	25	27	12	13	18	23	15	6	18	9	5	5	17	33	15	14
Southern	84	83	25	23	14	10	9	10	13	5	10	5	3	7	15	24	6	9
North Central	89	83	35	29	14	11	11	12	9	12	3	2	1	2	15	25	6	9
Western	90	87	29	30	18	13	8	5	8	4	8	5	2	-	8	25	8	7
National	83	81	28	27	14	11	12	13	12	7	10	5	3	4	14	26	9	10

Other reasons (National--more than 3 mentions)

	1984	1983
	#	#
Marriage	14	11
Retirement	9	4
Staffing/scheduling	6	18
Terminated/poor performance	4	6
"Personal"	1	15

Who prepares your advertising?

	Recruiter					Agency					Hospital PR Dept.				
	1984	1983	1982	1981	1980	1984	1983	1982	1981	1980	1984	1983	1982	1981	1980
	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**
Northeastern	75	75	73	80	84	42	45	40	46	46	6	8	17	15	18
Southern	65	72	77	74	76	32	38	38	34	29	13	20	22	28	29
North Central	76	72	73	78	75	30	32	38	34	29	9	16	18	26	16
Western	73	86	85	82	69	47	38	47	49	41	6	13	13	19	22
National	72	75	76	78	76	37	38	40	40	34	9	14	18	23	22

	Personnel					Other				
	1984	1983	1982	1981	1980	1984	1983	1982	1981	1980
	%**	%**	%**	%**	%**	%**	%**	%**	%**	%**
Northeastern	19	23	32	20	-	4	8	7	5	10
Southern	25	31	31	19	-	9	5	11	10	15
North Central	23	29	31	27	-	3	4	7	8	20
Western	20	29	22	20	-	4	3	4	8	16
National	22	28	29	22	-	5	5	7	8	16

**May exceed 100% due to multiple response.

RECRUITMENT PROGRAM (Continued)

Do you ever utilize a recruiting or employment agency?

	Yes					No					No answer				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	11	17	15	22	18	89	82	85	77	82	-	1	-	1	-
Southern	18	24	34	26	32	82	76	65	73	68	-	-	1	1	-
North Central	13	26	21	28	28	87	72	79	71	72	-	2	-	1	-
Western	29	23	25	33	47	71	77	75	66	53	-	-	-	1	-
National	16	23	24	27	30	84	76	76	72	70	-	1	*	1	-

What type of positions are filled by agencies?

	Supervisory				Staff				Both				Do not use agency/ No answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	8	15	11	11	3	3	3	6	-	-	1	5	89	82	85	78
Southern	10	18	27	17	7	4	1	-	1	2	6	5	82	76	66	77
North Central	11	21	17	20	1	2	1	4	-	3	2	2	88	74	79	73
Western	29	17	14	25	-	-	5	2	-	5	4	5	71	78	75	68
National	13	18	18	18	3	2	2	3	*	3	3	4	84	77	75	74

Do you ever utilize temporary staffing agencies in your facility?

	Yes					No					No Answer				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	37	41	44	50	38	61	59	56	48	62	2	-	-	2	-
Southern	32	36	41	40	49	68	64	59	60	51	-	-	-	-	-
North Central	20	30	28	38	52	80	69	73	62	47	-	1	-	-	1
Western	47	53	66	70	66	53	47	33	27	31	-	-	1	3	3
National	32	39	42	48	50	67	61	57	51	49	1	*	*	1	1

If yes: **How much did you spend through agencies during . . . ?**

	Average				Range
	1983 $	1982 $	1981 $	1980 $	1983 $
Northeastern	530,531	309,000	471,391	64,420	(4000-1,833,803)
Southern	611,170	523,600	527,953	113,950	(15,000-3,242,598)
North Central	136,547	207,117	206,142	37,951	(6,470-703,000)
Western	521,321	221,525	859,913	250,866	(50,000-1,700,000)
National	434,103	352,944	537,656	105,814	(4,000-3,242,598)

(Based on amounts from 34 facilities. Of the 111 hospitals who do use agencies only 31% supply values for expenditures.)

Does your facility conduct exit interviews?

	Yes				No				No Answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	93	97	94	88	7	3	5	11	-	-	1	1
Southern	90	93	92	95	10	7	7	5	-	-	1	-
North Central	94	95	87	93	6	4	12	5	-	1	2	2
Western	88	95	90	93	10	5	10	7	2	-	-	-
National	92	95	90	92	8	5	9	77	*	*	1	1

*Less than .5%.

RECRUITMENT PROGRAM (Continued)

Who is responsible for conducting them?

	Nurse Recruiter				Personnel				Head/Supervisor Nurse			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	72	63	58	57	31	37	41	49	4	18	13	21
Southern	61	62	56	51	45	39	37	48	11	5	10	16
North Central	62	54	47	59	40	48	44	45	4	9	12	12
Western	73	69	66	68	33	34	25	44	4	9	9	18
National	66	61	56	58	38	40	38	42	6	10	12	13

	Director of Nursing/ Asst. Dir. of Nursing				Other			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	5	4	11	16	7	9	9	4
Southern	6	2	5	10	5	10	5	3
North Central	2	4	4	10	7	5	4	1
Western	2	1	1	6	7	6	6	1
National	5	3	5	9	6	8	6	2

Do you recruit nurses from outside the United States?

	Yes					No					No Answer				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	18	13	12	24	10	80	85	88	74	90	2	2	-	2	-
Southern	10	16	28	24	50	89	80	71	76	49	1	4	1	-	1
North Central	5	3	5	9	14	95	97	95	91	85	-	-	-	-	1
Western	8	16	29	25	34	90	84	68	74	63	2	-	3	1	3
National	11	12	18	20	29	88	87	82	79	70	1	1	1	1	1

If yes: (a) Do you plan to continue?

	Yes					No					No Answer				
	1984 %**	1983 %**	1982 %**	1981 %**	1980 %**	1984 %**	1983 %**	1982 %**	1981 %**	1980 %**	1984 %**	1983 %**	1982 %**	1981 %**	1980 %**
Northeastern	37	79	75	79	100	53	14	-	17	-	10	7	25	4	-
Southern	33	33	67	82	53	67	56	23	14	33	-	11	10	4	14
North Central	40	50	67	91	45	60	50	17	9	45	-	-	17	-	10
Western	50	17	52	100	73	25	75	30	-	9	25	8	17	-	18
National	38	44	63	87	58	54	48	21	10	29	8	8	15	3	13

If yes: (b) What countries?

Region	Countries	1984 #	1983 #	1982 #	1981 #	1980 #
Northeastern:	Philippines	14	8	8	13	2
	United Kingdom + Ireland	3	4	4	8	2
	Canada	2	3	4	7	2
	Jamaica/West Indies	2	-	1	1	-
	Australia/New Zealand	-	1	-	-	-
	Netherlands	-	-	1	1	-
Southern:	Canada	6	8	13	16	26
	United Kingdom + Ireland	1	8	12	7	20
	Philippines	1	4	12	7	6
	Australia/New Zealand	-	1	3	4	2
	Jamaica/Puerto Rico/Bahamas	-	-	2	-	-
	Japan	-	-	1	-	-
North Central:	Canada	1	1	3	9	7
	Philippines	-	2	2	3	4
	United Kingdom + Ireland	-	1	3	2	2
	Jamaica/Puerto Rico/Bahamas	-	1	-	-	-
	New Zealand/Australia	-	-	2	6	-
Western:	United Kingdom + Ireland	3	5	7	11	1
	Canada	2	5	18	18	9
	Jamaica	1	-	-	-	-
	Philippines	-	1	3	2	1
	Belgium	-	-	1	-	-
	Australia/New Zealand	-	-	-	3	-

**May exceed 100% due to multiple response.

RECRUITMENT PROGRAM (Continued)

During the past year, what has been the most successful method of recruitment for you?

	Northeastern				Southern				North Central			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Local advertising	64	60	50	54	46	40	40	33	56	53	43	32
Career days	34	35	36	28	27	37	37	37	50	50	58	43
Individual campus visits	19	21	20	20	14	15	20	21	22	20	32	23
Career directories	8	16	11	10	15	20	12	9	4	6	5	7
Nat'l nursing journal advertising	5	9	7	13	16	18	19	21	2	4	3	5
Student nurse conventions	8	9	14	13	6	7	17	12	13	7	10	13
Nonlocal newspaper advertising	4	2	4	3	5	5	5	3	4	4	-	1
Job fairs	9	5	9	9	1	5	7	5	5	3	5	6
Specialty nurse meetings	2	2	2	2	1	-	3	2	1	3	3	2

	Western				National			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Local advertising	63	58	53	49	57	52	46	41
Career days	14	26	26	27	33	38	41	35
Individual campus visits	16	18	16	21	18	19	23	22
Career directories	20	22	19	15	10	15	11	10
Nat'l nursing journal advertising	14	21	20	12	8	12	12	13
Student nurse conventions	4	10	10	7	8	8	13	11
Nonlocal newspaper advertising	2	8	3	4	4	4	3	3
Job fairs	-	-	1	2	4	3	6	5
Specialty nurse meetings	8	1	-	1	2	1	2	2

RANK ORDER

	Northeastern				Southern				North Central			
	1984	1983	1982	1981	1984	1983	1982	1981	1984	1983	1982	1981
Local advertising	1	1	1	1	1	1	1	2	1	1	2	2
Career days	2	2	2	2	2	2	2	1	2	2	1	1
Individual campus visits	3	3	3	3	5	5	3	3	3	3	3	3
Career directories	5	4	5	6	4	3	6	6	6	5	6	5
Natl. nursing journal advertising	7	5	7	4	3	4	4	4	8	6	7	7
Student nurse conventions	6	6	4	5	6	6	5	5	4	4	4	4
Job fairs	4	7	6	7	8	8	7	7	5	8	5	6
Nonlocal newspaper advertising	8	8	8	8	7	7	8	8	7	7	-	9
Specialty nurse meetings	9	9	9	9	9	-	9	9	9	9	7	8

	Western				National			
	1984	1983	1982	1981	1984	1983	1982	1981
Local advertising	1	1	1	1	1	1	1	1
Career days	5	2	2	2	2	2	2	2
Individual campus visits	3	5	5	3	3	3	3	3
Career directories	2	3	4	4	4	4	6	6
Nat'l nursing journal advertising	4	4	3	5	5	5	5	4
Student nurse conventions	7	6	6	6	6	6	4	5
Job fairs	9	-	8	8	7	8	7	7
Nonlocal newspaper advertising	8	7	7	7	8	7	8	8
Specialty nurse meetings	6	8	-	9	9	9	9	9

Other (National--5 or more mentions)	#
Word of mouth	20
Open House	8
Student programs/student employment	6
Recruitment affiliations	5

RECRUITMENT PROGRAM (Continued)

Does your facility offer the following recruitment incentives?

Paid Travel Expenses for Interviews

	Up to 150 mi.			Over 150 mi.			Mileage not specified	
	1984 %	1983 %	1982 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	7	6	4	3	4	2	5	6
Southern	9	12	16	13	16	20	24	32
North Central	4	7	12	8	10	14	16	16
Western	6	8	9	10	9	8	15	16
National	6	8	10	8	10	12	15	19

	Free housing					Free Car Use					Financial Bonus to Referring Nurse				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	5	4	3	4	8	-	-	1	1	-	15	23	29	32	28
Southern	4	13	13	17	12	1	4	2	4	-	26	27	37	35	43
North Central	1	2	3	8	11	-	-	1	1	-	17	22	26	28	36
Western	6	5	11	12	22	-	-	-	1	-	14	18	36	31	22
National	4	6	7	11	12	*	1	1	2	-	18	23	31	31	35

Other incentives (1984 National only - 3 or more mentions): Relocation allowance/reimbursement (19 mentions)

How many recruitment trips did you make last year?

	Average				Range
	1984 #	1983 #	1982 #	1981 #	1984 #
Northeastern	10	12	15	14	(0-75)
Southern	9	13	14	15	(0-62)
North Central	13	15	17	17	(0-90)
Western	3	3	5	7	(0-12)
National	9	11	13	14	(0-90)

Based on geographic regions listed:[1]

A. From what region do you experience your greatest number of inquiries about employment?

	Northeastern				Southern				North Central			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	91	98	99	94	1	2	-	7	1	-	-	10
Southern	17	32	35	40	69	63	48	62	13	15	13	14
North Central	3	2	3	5	1	4	1	2	94	93	95	96
Western	16	25	32	34	-	3	1	3	29	20	11	12

	Western				No Answer			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	1	-	-	4	7	3	1	2
Southern	-	-	2	3	7	3	2	2
North Central	-	-	-	6	4	5	2	3
Western	45	62	52	65	18	4	5	13

[1] REGIONS:
Northeastern: WV, VA, MD, DC, DE, PA, NJ, NY, VT, NH, CT, RI, MA, ME
Southern: TX, OK, LA, AR, MS, AL, TN, FL, GA, NC, SC, NM
North Central: ND, SD, MN, IA, WI, IL, NE, KS, MO, KY, IN, MI, OH
Western: WA, MT, OR, ID, CA, NV, AK, HI, UT, WY, CO, AZ

*Less than 0.5%.
**May exceed 100% due to multiple response.

RECRUITMENT PROGRAM (Continued)

B. From what region do you experience your greatest number of hires?

	Northeastern				Southern				North Central			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	92	98	97	93	1	2	-	3	-	-	1	5
Southern	11	16	18	29	86	82	77	84	5	6	6	11
North Central	2	2	1	-	1	1	2	-	95	97	96	98
Western	6	8	13	16	2	4	2	3	16	16	7	12

	Western				No Answer			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	1	-	-	2	6	2	1	3
Southern	1	-	-	5	3	5	-	2
North Central	-	-	-	-	4	2	2	3
Western	77	79	75	75	8	3	5	3

BENEFITS

Which of the following benefits does your facility offer to staff nurses?

Health Insurance

	1984 %	1983 %	1982 %	1981 %	1980 %	If offered, is it . . . . . Fully Paid 1984 %	1983 %	1982 %	1981 %	1980 %	Partially Paid 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	100	100	99	99	100	73	80	82	86	84	27	16	14	12	16
Southern	100	100	100	100	100	63	59	61	57	53	37	35	31	39	44
North Central	99	100	100	100	100	53	45	52	56	66	46	53	44	41	33
Western	100	100	100	100	100	69	62	73	67	75	27	34	25	29	22
National	100	100	100	100	100	64	61	66	64	66	35	35	30	31	32

Life Insurance

	1984 %	1983 %	1982 %	1981 %	1980 %	If offered, is it . . . . Fully Paid 1984 %	1983 %	1982 %	1981 %	1980 %	Partially Paid 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	98	99	98	99	98	81	79	85	84	90	15	16	10	7	8
Southern	98	100	98	98	98	77	76	79	77	81	22	18	13	16	16
North Central	100	100	99	98	99	87	83	83	85	88	12	15	13	10	8
Western	100	99	97	96	88	82	83	86	82	96	12	11	13	13	4
National	99	99	98	98	97	82	80	83	80	87	16	15	12	11	10

Dental Insurance

	1984 %	1983 %	1982 %	1981 %	1980 %	If offered, is it . . . . Fully Paid 1984 %	1983 %	1982 %	1981 %	1980 %	Partially Paid 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	79	82	72	62	42	67	66	71	59	57	32	27	25	26	43
Southern	59	56	41	29	12	44	44	32	44	40	53	42	50	50	40
North Central	75	78	78	58	39	55	57	65	54	66	44	40	29	40	24
Western	100	95	92	91	88	77	75	81	65	75	18	19	18	25	25
National	75	77	69	58	36	60	61	65	58	63	37	32	28	33	31

*Less than 0.5%.
**May exceed 100% due to multiple response.

BENEFITS (Continued)

Malpractice Insurance:

If offered, is it . . . .

	1984 %	1983 %	1982 %	1981 %	1980 %	Fully Paid 1984 %	1983 %	1982 %	1981 %	1980 %	Partially Paid 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	76	74	76	77	-	97	90	86	83	-	-	3	8	1	-
Southern	50	56	55	56	-	92	79	86	91	-	4	10	-	3	-
North Central	65	76	69	71	-	89	91	95	88	-	5	2	-	4	-
Western	80	77	77	84	-	90	88	97	91	-	7	3	2	1	-
National	66	70	68	71	-	93	87	91	88	-	4	4	3	29	-

Long-Term Disability

If offered, is it . . . .

	1984 %	1983 %	1982 %	1981 %	1980 %	Fully Paid 1984 %	1983 %	1982 %	1981 %	1980 %	Partially Paid 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	75	63	69	68	70	74	72	69	67	72	18	18	19	18	11
Southern	67	59	68	56	47	71	67	64	58	53	18	20	14	25	27
North Central	70	74	69	69	76	74	68	69	65	67	16	23	24	18	23
Western	73	70	76	71	66	57	63	52	58	71	35	24	37	31	19
National	71	66	70	66	63	71	68	64	62	65	20	21	23	23	21

Relocation expense:

If offered, is it . . . .

	1984 %	1983 %	1982 %	1981 %	1980 %	Fully Paid 1984 %	1983 %	1982 %	1981 %	1980 %	Partially Paid 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	11	12	8	14	10	27	17	38	29	-	64	83	63	57	60
Southern	37	42	45	37	46	20	25	18	14	28	80	64	63	77	72
North Central	9	14	14	16	13	22	19	35	26	30	78	75	59	53	60
Western	29	31	47	45	38	-	-	16	24	8	80	100	73	66	92
National	20	24	27	27	27	17	17	22	21	23	77	77	66	67	73

Tuition reimbursement:

If offered, is it . . . .

	1984 %	1983 %	1982 %	1981 %	1980 %	Fully Paid 1984 %	1983 %	1982 %	1981 %	1980 %	Partially Paid 1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	96	94	93	93	100	33	37	40	34	28	63	56	52	47	66
Southern	83	85	89	84	79	59	40	45	56	58	39	51	42	33	31
North Central	89	91	93	94	89	40	38	49	37	40	57	57	44	55	56
Western	79	75	75	71	63	13	5	17	20	15	85	86	77	75	85
National	88	87	88	86	84	39	33	40	38	41	58	60	51	51	53

Does your facility offer . . . .

(a) these programs:

Tax shelter annuity:

	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	87	90	83	76	76
Southern	79	71	70	62	49
North Central	93	88	89	81	85
Western	88	83	78	81	72
National	87	83	80	74	69

(b) these career opportunities:

Special orientations or internship programs (for new graduates)

	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	85	76	86	83	82
Southern	80	87	88	92	94
North Central	87	90	84	84	94
Western	84	86	94	86	94
National	84	85	87	87	91

BENEFITS (Continued)

Pension Plan:

	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	96	98	90	94	90
Southern	89	92	89	93	86
North Central	100	94	96	97	95
Western	100	94	96	88	97
National	96	94	92	93	91

Credit union:

	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	81	74	61	48	54
Southern	85	86	74	74	86
North Central	88	85	78	76	73
Western	98	91	80	86	84
National	86	84	73	71	75

Child care center (1984 and 1983 only)

	1984 %	1983 %
Northeastern	21	19
Southern	22	23
North Central	32	30
Western	12	17
National	23	23

Pharmacy discount (1984 and 1983 only)

	1984 %	1983 %
Northeastern	85	87
Southern	83	84
North Central	80	81
Western	73	78
National	81	83

Wellness center (1984 and 1983 only)

	1984 %	1983 %
Northeastern	27	30
Southern	30	29
North Central	35	33
Western	33	35
National	31	32

Refresher courses
(to retrain nurses returning to work)

	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	16	20	36	41	42
Southern	19	32	45	45	46
North Central	19	31	30	43	47
Western	8	21	23	36	44
National	16	26	34	42	45

Paid time off to attend seminars/continuing education
(Combined categories surveyed in 1984 and 1983 only)

	1984 %	1983 %
Northeastern	96	98
Southern	97	94
North Central	89	95
Western	94	92
National	94	95

Paid time off to attend seminars

	1982 %	1981 %	1980 %
Northeastern	98	94	94
Southern	96	91	90
North Central	91	95	95
Western	95	90	91
National	95	93	92

Paid time off to attend continuing ed. courses

	1982 %	1981 %	1980 %
Northeastern	80	80	80
Southern	87	88	81
North Central	83	82	88
Western	86	88	94
National	84	84	85

Work study program for students

	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	42	44	49	42	-
Southern	46	43	41	47	-
North Central	37	42	42	51	-
Western	37	36	38	33	-
National	41	42	43	44	-

Clinical laddering (1984 and 1983 only)

	1984 %	1983 %
Northeastern	38	40
Southern	39	35
North Central	30	40
Western	49	46
National	38	40

Other benefits (1984 National only) - 5 to 11 mentions or more: Free parking, free discount meals, other discounts, vacation time, paid holidays, paid time off, premium pay for weekend/shift differential, cumulative sick leave.

BENEFITS (Continued)

Which program or benefit offered by your facility is most helpful in . . . . .

RECRUITING

	NATIONAL ONLY					REGIONAL BREAKDOWN									
						NE		S		NC		W		US	
	1984 #	1983 #	1982 #	1981 #	1980 #	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**
Tuition reimbursement	98	123	86	93	64	33	33	20	27	35	42	22	14	28	30
Orientation	41	56	57	82	43	14	11	9	14	12	15	14	17	12	14
Medical/life insurance	39	57	20	25	16	11	11	10	15	13	11	12	21	11	14
Flexible staffing/schedule	34	30	58	36	15	15	9	9	7	7	5	8	9	10	7
Intern/extern program/work study	32	35	63	67	23	9	7	10	14	9	9	10	4	9	9
Continuing education	25	15	20	21	19	4	2	6	3	11	4	8	7	7	4
Salary	25	33	37	25	16	13	10	4	5	5	7	8	12	8	8
Total benefits	17	18	11	-	-	6	5	5	5	3	4	6	4	5	4
Reputation/teaching hospital	16	16	-	-	-	6	5	3	4	3	2	8	5	5	4
Earned time off	15	11	15	-	-	6	4	4	-	3	3	4	5	4	3
Primary nursing/total patient care	14	16	17	-	-	3	5	4	2	4	4	6	5	4	4
Clinical laddering/staff development	13	15	12	-	-	4	5	-	3	6	4	6	3	4	3
Transfer policy	13	8	-	-	-	2	1	7	4	3	-	2	4	4	2
Location	14	-	-	-	-	5	-	3	-	4	-	4	-	4	-
Day Care program	12	16	10	-	-	1	1	6	8	5	4	-	3	4	4
Dental insurance/prescription plan	12	17	13	12	-	2	1	2	6	4	4	8	5	4	4
Vacation plan	11	22	-	-	-	1	3	6	6	3	6	2	7	3	5
Working conditions	11	-	-	-	-	4	-	4	-	1	-	4	-	3	-
Inservice education	4	5	11	-	-	2	3	1	1	-	1	2	-	1	1
Relocation and travel expenses	2	3	15	22	7	*	-	-	-	-	1	-	4	-	1
Base	345	405	405	426	242	103	103	94	110	97	114	51	78	345	405

Other benefits (National 1984 only)
(more than three mentions)

Pay differentials	7
Free parking	7
Temporary housing	4
Pension plan	4

RETENTION

	NATIONAL ONLY					REGIONAL BREAKDOWN									
						NE		S		NC		W		US	
	1984 #	1983 #	1982 #	1981 #	1980 #	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**
Tuition reimbursement	76	87	81	66	29	21	27	21	15	26	27	20	15	22	22
Flexible staffing/schedule	41	38	61	40	15	17	10	15	8	8	10	4	11	12	9
Medical/life insurance	38	62	24	33	18	9	11	10	18	16	15	10	18	11	15
Continuing education	37	38	44	67	38	9	7	9	8	13	11	14	13	11	9
Transfer policy	30	16	13	-	-	7	7	12	3	7	4	10	3	9	4
Clinical laddering/staff development	28	41	15	34	21	11	12	15	10	8	9	8	9	8	11
Salary	28	32	37	35	22	13	10	5	9	5	6	12	7	8	8
Working conditions/attitudes	21	8	15	36	12	5	1	6	2	7	4	6	1	6	2
Total benefits	17	17	17	-	-	4	6	3	6	3	1	14	4	5	4
Pension	17	14	13	16	10	4	1	7	3	5	4	2	8	5	4
Dental insurance/prescription plan	14	14	10	-	-	2	1	2	5	8	3	4	5	4	4
Primary nursing/nursing style	14	20	11	13	6	3	5	4	2	3	5	8	9	4	5
Earned time off	13	8	20	-	-	4	1	3	-	5	3	2	5	4	2
Orientation	9	10	14	24	-	3	2	3	2	1	3	4	4	3	3
Staff participation/ communication	8	5	27	-	-	2	1	3	1	1	2	4	1	2	1
Inservice education program	7	20	16	-	-	1	7	2	4	1	3	6	8	2	5
Day care program	7	17	11	11	-	1	2	2	6	4	6	-	1	2	4
Intern/extern program/work study	7	8	-	-	-	-	-	2	4	4	4	2	-	2	2
Vacation plan	6	12	9	22	-	2	3	1	1	2	5	2	3	2	3
Base	345	405	405	426	242	103	103	94	110	97	114	51	78	345	405

*Less than 0.5%.
**May exceed 100% due to multiple response.

BENEFITS (Continued)

Other benefits (National 1984 only)
(more than three mentions)

Pay differentials	7
Location	7
Temporary housing	4
Teaching hospital	4

Does your facility offer full-time benefits to employees who work less hours than full-time hours?

	Yes				No				No Answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	44	45	42	36	55	52	55	60	1	3	3	4
Southern	45	42	50	40	55	53	47	58	-	5	3	2
North Central	39	39	35	39	60	58	63	58	1	3	3	3
Western	65	57	66	57	35	42	34	42	-	1	-	1
National	46	45	47	42	53	52	51	55	1	3	2	3

If yes: How many (per week) must be worked for eligibility?

	20 hrs. or less				21-30 hours				31-40 hours				No Answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	49	49	59	57	24	30	22	34	20	15	5	8	7	6	15	3
Southern	26	28	30	34	21	26	26	26	41	40	33	36	14	6	11	4
North Central	24	32	31	40	34	21	33	28	21	36	26	21	26	11	10	11
Western	33	34	42	50	18	23	21	15	33	36	25	29	18	7	12	6
National	34	36	40	45	25	25	25	25	29	32	23	24	17	7	11	6

What are your regular hours?

	40 hrs.				37.5 hrs.				36 hrs.			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	73	80	76	69	21	19	20	22	1	1	-	1
Southern	98	99	92	99	1	-	2	1	-	-	1	-
North Central	96	95	97	97	1	1	1	-	1	4	-	-
Western	94	97	81	99	-	-	1	-	4	1	-	1
National	89	92	87	92	7	5	6	5	1	1	*	*

	35 hrs.				Other/no answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	3	3	1	1	3	1	3	7
Southern	-	1	1	-	1	1	4	-
North Central	-	1	-	-	1	3	2	3
Western	-	1	-	-	2	3	18	-
National	1	1	1	*	2	1	6	2

*Less than 0.5%.

SHIFT

Which of the following do you offer as permanent or straight shifts:

	Day				Evening				Night				No permanent shifts			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	25	36	29	27	94	95	96	93	94	95	98	92	5	5	1	3
Southern	52	49	48	50	97	96	95	93	97	97	98	97	3	2	3	2
North Central	46	46	44	39	93	96	96	93	93	97	96	95	7	2	3	4
Western	75	78	81	71	94	96	96	95	98	95	97	96	2	3	1	2
National	46	51	49	46	95	96	96	93	95	96	97	95	5	3	2	3

Does your facility offer flexible staffing (i.e., 4-hr. shift; 10- or 12-hr. shift, with more days off, etc.)?

	Yes				No				No Answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	77	71	68	64	21	28	32	35	2	1	-	1
Southern	87	84	90	74	13	16	10	23	-	-	-	3
North Central	72	76	77	64	28	24	23	34	-	-	-	2
Western	77	74	82	70	23	26	18	27	-	-	-	3
National	78	76	79	68	21	23	21	30	1	*	-	2

If yes: What do you offer? (5 or more mentions)

	NATIONAL				REGIONAL									
					NE		S		NC		W		US	
	1984 #	1983 #	1982 #	1981 #	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**	1984 %**	1983 %**
12-hr. shifts (3-day workweek)	169	200	153	132	65	49	60	72	63	67	64	68	63	64
10-hr. shifts (4-day workweek)	135	177	182	154	58	55	34	46	50	67	67	61	50	57
8-hr. shift	25	27	40	23	8	5	16	9	4	8	8	14	9	9
Baylor plan	24	26	14	-	6	8	18	15	3	3	5	5	9	8
4-hr. shift	19	25	45	55	8	9	5	4	9	8	8	12	7	8
Flexible hours	4	12	-	-	3	12	2	-	-	-	-	-	2	3
9-hr. shift	9	11	12	-	3	5	5	1	1	3	5	5	3	3
p.r.n. pool	1	9	19	-	-	-	1	2	-	6	-	-	-	3
6-hr. shift	6	9	15	23	3	5	1	2	1	2	5	2	2	3
A variety of shift options	9	8	-	-	3	5	1	3	6	-	5	2	3	3
Seven on, seven off	3	7	-	-	-	2	2	5	1	-	-	-	1	2
7-70	6	6	19	-	-	1	6	4	-	-	3	2	2	2
Varies	4	5	14	21	-	3	2	2	1	-	3	2	2	2

Which of the following describes your weekend policy for staff positions:

	Every weekend off				Every other weekend off				Every third weekend off			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	2	2	9	4	83	85	73	72	14	7	17	10
Southern	16	11	15	6	73	70	79	62	12	7	12	14
North Central	6	7	8	3	84	84	84	81	11	11	12	7
Western	2	3	5	1	90	88	90	77	12	16	9	10
National	7	6	9	4	81	81	81	73	12	10	13	10

	Other				No answer			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	6	7	21	14	3	-	1	-
Southern	18	12	9	16	-	-	2	2
North Central	3	4	9	4	1	-	-	1
Western	2	1	9	12	-	-	1	-
National	8	6	12	12	1	-	1	1

*Less than 0.5 %.
**May exceed 100% due to multiple response.

SALARY

What is the salary range for each of the following positions?

	Average low				Average high				Range
	1984 $	1983 $	1982 $	1981 $	1984 $	1983 $	1982 $	1981 $	1984 $
Staff nurse									
Northeastern	18,845	17,625	16,433	14,953	24,383	22,776	19,752	18,692	(14,996-39,519)
Southern	17,835	17,484	16,723	14,825	24,381	23,922	20,892	19,186	(15,000-36,564)
North Central	18,945	18,203	17,425	15,650	25,106	24,322	21,723	19,963	(14,544-35,480)
Western	20,463	20,557	19,639	17,660	27,509	27,319	24,482	22,127	(15,995-37,419)
National	18,835	18,320	17,471	15,709	25,071	24,450	21,614	19,965	(14,544-39,519)
Head nurse									
Northeastern	22,698	21,371	19,676	17,262	29,267	27,585	23,648	22.385	(18,000-39,519)
Southern	21,796	21,172	19,833	17,338	29,784	28,437	24,407	22,785	(17,139-43,700)
North Central	22,896	22,307	20,984	18,515	30,748	29,909	26,172	24,584	(17,680-39,519)
Western	25,853	25,043	23,816	21,746	34,908	33,080	29,192	27,331	(20,107-49,296)
National	22,951	22,288	20,952	18,616	30,640	29,557	25,714	24,258	(17,139-49,296)
Supervisor									
Northeastern	24,834	22,959	21,369	18,982	31,784	30,042	25,719	24,593	(19,219-45,557)
Southern	23,083	22,612	21,220	18,943	31,340	30,691	26,464	24,654	(17,389-45,108)
North Central	24,618	23,684	22,879	20,001	33,103	31,534	28,565	26,932	(18,179-48,367)
Western	27,782	26,533	25,325	23,425	36,475	35,462	31,830	29,701	(19,680-44,676)
National	24,717	23,786	22,672	20,165	32,774	31,641	28,049	26,404	(17,389-48,367)
Director of Nursing									
Northeastern	34,939	32,976	31,731	26,454	45,824	44,786	36,981	35,814	(24,107-65,327)
Southern	29,683	28,040	28,230	25,432	42,989	39,098	34,380	32,239	(21,195-65,327)
North Central	31,248	29,757	30,094	27,479	43,488	39,576	38,667	37,292	(22,620-75,000)
Western	37,134	34,131	34,076	31,258	48,927	46,090	40,767	38,708	(27,456-70,720)
National	32,809	31,149	30,903	27,728	44,961	42,358	37,833	36,506	(21,195-75,000)
Administrator of Nursing									
Northeastern	34,099	34,077	34,632	29,074	42,609	45,718	41,582	35,172	(25,000-65,327)
Southern	39,306	32,439	35,096	29,653	53,192	44,190	41,724	37,480	(27,996-74,552)
North Central	36,915	38,328	36,380	30,852	47,753	51,625	45,555	38,504	(25,392-64,022)
Western	38,881	34,587	36,383	34,677	52,663	46,150	42,481	44,181	(26,000-70,000)
National	37,036	34,736	35,758	31,043	48,551	46,688	43,191	38,679	(25,000-74,552)
Clinical Nurse Specialist									
Northeastern	24,306	22,323	21,124	18,653	31,366	28,728	25,034	23,845	(18,000-42,411)
Southern	23,350	21,755	20,600	18,410	30,797	29,423	25,579	24,832	(17,722-39,800)
North Central	24,016	23,209	22,174	20,069	32,210	30,847	27,831	27,578	(18,450-48,367)
Western	26,114	25,040	23,737	20,807	33,752	33,106	29,892	25,844	(19,089-45,593)
National	24,257	23,009	21,907	19,484	31,854	30,452	27,086	25,645	(17,722-48,367)
Inservice Director									
Northeastern	23,289	21,163	19,898	18,070	29,471	27,085	23,712	23,035	(16,727-42,411)
Southern	20,665	20,112	19,710	17,052	27,868	26,891	23,959	21,803	(15,600-39,519)
North Central	22,119	21,362	20,255	18,372	28,770	27,836	25,245	23,538	(18,179-39,519)
Western	23,870	23,815	23,022	20,901	32,050	31,325	28,926	25,698	(16,640-40,000)
National	22,339	21,528	20,668	18,529	29,219	28,199	25,368	23,561	(15,600-42,411)

Do you pay more for a BSN than a diploma or an ADN?

	Yes				No				No Answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	43	33	38	37	51	64	62	61	6	2	-	2
Southern	28	24	30	34	69	68	69	66	3	8	2	-
North Central	33	27	24	33	65	72	76	64	2	1	-	3
Western	23	26	28	29	69	65	70	71	8	9	2	-
National	33	28	30	33	63	67	69	65	4	5	1	1

SALARY (Continued)

Does BSN have different job description?

	Yes				No				No add'l pay/ No Answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	3	1	-	1	39	32	36	35	58	67	64	64
Southern	2	1	5	4	24	23	23	36	74	76	72	80
North Central	6	5	3	3	27	21	22	27	67	74	76	70
Western	2	3	4	4	20	23	24	23	78	74	72	73
National	3	2	3	3	29	25	26	29	68	73	71	68

NURSE RECRUITER

What is your annual salary?

	Average					Range
	1984 $	1983 $	1982 $	1981 $	1980 $	1984 $
Northeastern	26,858	24,541	22,499	19,766	18,322	(13,482-42,000)
Southern	26,085	23,866	22,901	20,010	18,014	(13,500-40,000)
North Central	26,963	25,661	23,347	20,447	19,516	(15,000-37,500)
Western	30,409	28,869	26,612	23,704	21,504	(18,900-45,000)
National	27,224	25,476	23,693	20,891	19,019	(13,482-45,000)

Do you, as nurse recruiter, work out of:

	Personnel				Nursing				Both			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	47	46	42	44	45	45	50	44	5	7	6	9
Southern	47	55	56	52	48	39	33	35	2	4	6	5
North Central	38	52	51	50	56	42	41	39	3	4	3	5
Western	45	42	44	54	47	38	44	37	4	12	8	4
National	44	50	48	49	49	41	42	39	4	6	5	6

	Other				No Answer			
	1984 %	1983 %	1982 %	1981 %	1984 %	1983 %	1982 %	1981 %
Northeastern	1	1	-	2	2	1	2	1
Southern	2	-	3	4	1	2	2	4
North Central	1	-	3	5	2	2	3	1
Western	-	4	2	4	4	2	1	1
National	1	1	2	4	2	2	2	2

To whom do you report? (1984 and 1983 only)

	D.O.N.		Personnel		Human Resources		Employ.		Admin./ Asst.Adm.		V.P. Nursing		Recruit.		Other	
	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %
Northeastern	38	38	25	30	6	11	10	9	10	4	2	5	1	1	4	3
Southern	36	32	20	35	13	10	3	2	7	11	7	1	5	4	6	5
North Central	38	31	29	32	2	7	7	10	8	3	7	7	1	3	5	7
Western	31	35	24	32	4	9	6	4	20	5	8	1	2	-	2	12
National	37	34	25	32	6	9	7	6	10	6	6	4	2	2	5	6

NURSE RECRUITER (Continued)

What percent of your time is spent on nurse recruitment?

	Average					Range
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %
Northeastern	63	62	63	69	74	(5-100)
Southern	56	67	75	68	72	(5-100)
North Central	53	60	68	68	73	(1-100)
Western	52	51	79	74	78	(5-100)
National	57	61	71	70	73	(1-100)

Have your job responsibilities changed within the last year? (1984 and 1983 only)

	Yes		No		No Answer	
	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %
Northeastern	53	55	37	42	10	3
Southern	61	54	38	42	1	4
North Central	66	71	34	27	-	2
Western	61	73	33	25	6	2
National	60	62	36	35	4	3

If yes, what changes have occurred (1984 and 1983 only)

	Decreased Recruitment		Staff Reduction		More Recruitment		Add'l Authority		New Position		Other		No Answer	
	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %
Northeastern	13	9	7	2	-	9	18	9	4	9	14	2	4	7
Southern	5	5	3	2	-	-	24	18	3	7	2	7	7	-
North Central	19	14	8	6	2	14	11	9	2	3	11	8	5	9
Western	10	25	3	5	-	4	16	11	7	-	7	16	3	7
National	12	13	6	4	1	7	17	11	3	4	9	8	5	6

Additional responsibilities in:

	Retention		Admin.		Personnel		Programs		Finance		Advt.		Teaching		Nursing	
	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %
Northeastern	20	21	11	23	27	19	13	12	2[1]	9	2	-	5	-	2	5
Southern	14	27	21	28	21	22	12	8	5	5	2	5	5	5	-	-
North Central	14	17	14	17	9	12	36	12	6	3	-	4	6	5	2	1
Western	10	20	19	13	32	26	26	12	3	2	-	2	7	-	-	4
National	15	21	16	20	21	19	22	11	4	4	1	3	6	3	1	2

Do you recruit for positions other than RN or LPN?

	Yes					No					No Answer				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	66	71	64	62	74	32	28	34	33	24	2	1	2	5	2
Southern	59	65	56	59	57	39	33	42	38	41	2	2	2	3	2
North Central	67	64	57	60	67	31	34	43	38	31	2	2	1	1	2
Western	69	73	75	67	41	27	24	24	32	56	4	3	1	1	3
National	65	68	62	62	61	33	30	37	36	36	2	2	1	2	3

If yes: Please specify other positions.

National (5 or more mentions):

	1984 %	1983 %	1982 %	1981 %
Medical technologist/technician	33	22	58	11
Nurses' Aide/orderly	33	35	53	18
Ward clerk/unit secretary	26	32	40	17
All hospital personnel	16	16	4	6
All nursing positions	9	17	14	6
All professionally licensed	9	12	9	-
Administrative, management	7	11	7	-

NURSE RECRUITER (Continued)

How much time do you usually spend in a recruitment interview? (1984 and 1983 only)

	Average (In minutes)		Range (In minutes)
	1984	1983	1984
Northeastern	50	48	(15-150)
Southern	45	45	(13-180)
North Central	47	49	(15-120)
Western	44	42	(8-120)
National	47	46	(8-180)

Do you have the responsibility for hiring?

	Yes					No					No Answer				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	55	59	62	59	40	42	39	36	39	58	3	2	2	2	2
Southern	42	51	46	44	40	57	46	52	51	58	1	3	3	5	2
North Central	47	45	45	50	52	51	53	54	48	45	2	2	1	2	3
Western	35	32	39	47	47	59	62	59	50	47	6	6	1	3	6
National	46	47	48	50	45	51	50	50	47	52	3	3	2	3	3

For what positions do you hire?

	RN				LPN				Aides				Other			
	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**	1984 %**	1983 %**	1982 %**	1981 %**
Northeastern	50	54	57	57	42	46	45	50	34	34	35	39	28	36	35	3
Southern	38	47	42	36	37	43	39	32	26	32	24	22	17	34	20	9
North Central	38	39	38	40	37	37	34	38	25	24	23	29	30	19	28	8
Western	31	26	30	40	29	26	28	33	20	18	19	26	22	17	18	11
National	41	43	42	43	37	39	37	38	27	27	25	29	25	27	25	8

Including yourself, how many staff personnel regularly work with you on nurse recruiting?

	Average					Range
	1984 #	1983 #	1982 #	1981 #	1980 #	1984 #
Northeastern	1.70	1.69	1.82	1.73	1.84	(1-5)
Southern	1.64	1.75	1.69	1.89	1.99	(1-6)
North Central	1.44	1.75	1.88	2.04	1.59	(1-4)
Western	1.59	1.53	1.64	1.77	1.83	(1-4)
National	1.60	1.69	1.77	1.87	1.81	(1-6)

What is your title? (5 or more mentions)

	NATIONAL				REGIONAL									
					NE		S		NC		W		US	
	1984 #	1983 #	1982 #	1981 #	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %	1984 %	1983 %
Nurse Recruiter	137	172	201	273	48	52	38	42	37	39	29	34	40	42
Coordinator of Nursing Recruitment and Retention	56	28	33	-	11	3	17	5	17	10	25	9	16	7
Personnel Mgr/Director/Asst.	26	29	13	32	11	10	7	6	5	8	8	3	8	7
Employment Mgr/Director/Asst.	24	36	27	36	4	7	4	11	10	10	12	8	7	9
Professional Recr. Coord./Mgr.	23	42	19	-	9	7	5	15	5	10	6	10	7	10
Nursing Mgr/Director/Asst.	22	26	16	17	4	9	12	5	4	4	6	8	6	6
Assistant Director	10	8	38	23	6	2	2	1	1	2	2	4	3	2
Other	39	59	-	-	5	9	12	13	19	15	10	22	11	15
No answer	8	6	-	-	2	1	3	2	2	2	2	2	2	2

**May exceed 100% due to multiple response.

NURSE RECRUITER (Continued)

How long have you held this job?

	Average 1984 Mos.	1983 Mos.	1982 Mos.	1981 Mos.	1984 Range
Northeastern	41.86	36.27	32.57	26.41	(1 mo. -20 yrs.)
Southern	32.89	29.19	26.54	27.28	(2 mos.-11 yrs.)
North Central	47.59	34.39	30.08	24.89	(1 mo. -17 yrs.)
Western	40.34	32.20	25.57	24.90	(1 mo. -10 yrs.)
National	40.80	33.03	28.84	25.89	(1 mo. -20 yrs.)

How long have you been engaged in recruiting?

	Average months 1984	1983	Range 1984
Northeastern	56.14	50.66	(1 mo. -20 yrs.)
Southern	43.39	40.22	(2 mos.-16 yrs.)
North Central	54.22	43.94	(1 mo. -16 yrs.)
Western	51.96	41.70	(1 mo. -10 yrs.)
National	51.49	44.19	(1 mo. -20 yrs.)

What is your educational preparation for nurse recruiter? (Highest level indicated)

	Certificate		Associate Degree					Bachelor's Degree					Master's Degree				
	1984 %	1983 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	-	1	11	11	8	15	10	42	42	46	47	70	30	25	20	13	8
Southern	1	6	7	8	11	15	16	60	61	56	44	52	14	9	12	9	12
North Central	-	2	13	10	10	13	14	51	49	53	51	60	14	14	10	2	4
Western	-	1	6	13	20	12	19	49	50	42	56	50	21	14	20	13	19
National	*	3	10	11	12	14	14	50	51	50	49	57	20	15	15	9	10

	Diploma			Other[1]					No Answer				
	1984 %	1983 %	1982 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	14	10	14	-	3	3	20	26	3	8	8	5	6
Southern	14	11	16	1	2	1	26	35	3	3	5	6	5
North Central	18	19	20	2	3	3	30	38	2	3	3	4	7
Western	16	14	15	2	1	1	14	22	6	7	2	5	3
National	16	13	16	1	2	2	23	32	3	5	5	5	5

Discipline, major or specialization

	Nursing			Business			Personnel			Education			Other			No Answer		
	1984 %	1983 %	1982 %	1984 %	1983 %	1982 %	1984 %	1983 %	1982 %	1984 %	1983 %	1982 %	1984 %	1983 %	1982 %	1984 %	1983 %	1982 %
Northeastern	50	42	43	20	10	11	9	-	4	3	1	3	10	12	10	24	35	29
Southern	48	47	56	7	10	5	7	1	4	5	3	6	12	15	14	32	24	21
North Central	31	32	53	9	6	10	8	1	8	4	3	2	10	22	11	42	36	14
Western	43	43	53	18	9	10	8	-	3	4	1	3	6	8	13	14	39	20
National	44	41	52	13	9	9	8	1	5	4	2	3	10	15	11	21	32	20

[1] 1981-1982 figures include diploma/certificate nurses.

*Less than 0.5%.

NURSE RECRUITER (Continued)

Are you an RN?

	Yes					No					No Answer				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	83	72	77	70	64	15	27	20	29	34	2	1	3	1	2
Southern	78	68	75	65	58	21	31	23	32	40	1	1	2	3	2
North Central	75	72	76	71	75	23	28	23	28	22	2	-	1	1	3
Western	80	77	82	85	88	18	21	18	14	12	2	2	-	1	-
National	79	72	77	70	68	19	27	21	28	30	2	1	1	2	2

Does your facility pay for NANR dues?

	Yes					No					No Answer				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	78	81	82	78	86	18	17	16	21	12	4	2	2	1	2
Southern	72	76	78	77	81	25	21	19	20	18	3	3	3	3	1
North Central	74	79	83	73	60	22	19	14	26	33	4	2	3	1	7
Western	80	77	87	85	75	18	21	13	14	25	2	2	-	1	-
National	76	78	82	77	75	21	20	16	21	22	3	2	2	2	3

Are you:

	Male					Female					No Answer				
	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %	1984 %	1983 %	1982 %	1981 %	1980 %
Northeastern	4	5	5	12	10	93	94	92	87	88	3	1	3	1	2
Southern	11	12	9	16	19	87	86	89	81	80	2	2	2	3	1
North Central	6	8	10	8	13	92	92	89	91	84	2	-	1	1	3
Western	8	4	3	3	6	92	93	97	96	94	-	3	-	1	-
National	7	7	7	10	13	91	92	91	88	85	2	1	1	2	2

A tabulation by bed capacity indicates that only five facilities (1% nationwide) have less than 100 beds and 20 (6%) report 1000 or more--values which are comparable to the distribution of previous years.

	40-99 beds %	100-299 beds %	300-499 beds %	500-999 beds %	1000+ beds %
Region:					
Northeastern	-	26	39	29	6
Southern	4	29	28	32	7
North Central	1	24	39	30	6
Western	-	37	49	12	2
National	1	28	37	28	6

We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Could you take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

Ms. Martha DeGraff
National Association Nurse Recruiters
Smith, Bucklin & Associates, Inc.
111 E. Wacker Drive
Chicago, IL 60601

Does the survey provide you with information that is useful:

	Yes	No
for you	☐	☐
for your administration	☐	☐
other (please specify)		

_____

Is the information presented in an easily understood form?

☐ Yes ☐ No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____

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NAHCR
NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

NATIONAL ASSOCIATION OF HEALTH CARE RECRUITERS
RECRUITMENT SURVEY

June, 1986

Provided by:

Nursing86

1111 Bethlehem Pike, Springhouse PA 19477 (215) 646-8700

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NATIONAL ASSOCIATION OF HEALTH CARE RECRUITERS
RECRUITMENT SURVEY
June, 1986

BACKGROUND

The 1986 Recruitment Survey was sent to members of the National Association of Health Care Recruiters on February 25, 1986. Information was requested concerning bed capacity, staffing, employee benefits in the facilities for which they recruit, and about recruitment methods and duties associated with the recruiter position. The questionnaire was a slight modification of the 1985 form. A follow-up postcard was mailed on March 26,1986.

Data presented in this year's report are for selected years only. Please refer to the June 1984 report for specific information on the years since 1980 which are not included.

METHOD AND RESPONSE

Questionnaires were sent to 540 recruiters from a NAHCR membership of 612. As in previous years, the names of NAHCR members employed by the same facility were combined into one request for information. An attempt was again made to delete the names of agencies and recruiters for hospital corporations due to the incompatibility of their numerical data with individual hospitals. Data from recruiters serving hospital complexes with 2 or 3 facilities could not be positively identified and are included in the study.

	Questionnaires Mailed	Tabulated Responses	Response Rate
Region:	#	#	%
Northeastern	162	60	37
Southern	145	48	34
North Central	141	62	44
Western	92	34	37
National	540	204	38

REGIONS

Northeastern: WV, VA, MD, DC, DE, PA, NJ, NY, VT, NH, CT, RI, MA, ME

Southern: TX, OK, LA, AR, MS, AL, TN, FL, GA, NC, SC, NM

North Central: ND, SD, MN, IA, WI, IL, NE, KS, MO, KY, IN, MI, OH

Western: WA, MT, OR, ID, CA, NV, AK, HI, UT, WY, CO, AZ

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Information about 204 facilities was tabulated giving a response rate of 38%--better than the 30% of the past two years and equal to 1980-83. The number of facilities reporting is the lowest to date--16 below last year, 28 below the initial year 1980, and about half of the peak years of 1981-83 (405-426).

As in previous studies, facilities in the more populous states dominate most regions, e.g. California comprises 53% of the West; Texas and Florida, 29% and 27%, respectively, of the South. Three states make up half of the Northeast (with 15%/18% each from Pennsylvania, New York, and New Jersey) and half of the North Central region (with 15%/21% each from Illinois, Ohio, and Michigan).

SUMMARY

According to the responses tallied from the recruiters, the average number of beds is 474--8% above the 440 last year and 4% above the previous all-time high of 456 in 1980. The general composition of survey hospitals by bed capacity has not varied over the past 4 years. The majority (64%-70%) fall in the 100-500 bed category; a quarter (26%-29%) in the 500-1000 range; and a few have more than 1000 beds (4%-6%) or less than 100 beds (1%-4%). This year for the first time, two hospitals have more than 2000 beds--both in the South. In general, more of the larger, 1000+ bed facilities are in the South causing that area to register the highest average bed capacity, 582--up 27% over 1985.

Nationwide somewhat fewer report a decrease in bed capacity this year (12% vs. 16% in 1985), slightly more (77% vs. 74%) show a stability, and an identical 10% show an increase. More western facilities report an increase (29%) in contrast to 3%-8% elsewhere. The most decrease is in the North Central states--19% vs. 33% in 1985.

The average daily patient census of 75% is similar to the 74% of 1985 but lower than the 78% of 1984. (Percentages were not calculated for previous years.) Significantly more facilities in the West (41%) than in the North Central states (23%) indicate an increase in occupancy, while over a quarter (28%/29%) of those in the Northeast and South say the census has increased.

The national average for budgeted FTE (full-time/full-time equivalent) RNs, 415, is higher--up 12% over the 371 of 1985 and above the average 5% per year usual increment since 1980. As a result, the ratio of bed capacity per FTE RN (1.14 nationally) continues to drop steadily from the high 1.56 of 1980. The most favorable values occur in the Northeast and West, 1.03 and 0.94, respectively, vs. 1.21 in the North Central states and 1.34 in the South. The daily patient census/nurse ratio (0.87 nationwide) is equal to last year and down from 1.27 in 1980.

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	Bed Capacity::One FTE RN				Daily Patient Census::One FTE RN			
	1986	1985	1984	1980	1986	1985	1984	1980
Northeastern	1.03	1.19	1.34	1.59	0.85	0.95	1.12	1.31
Southern	1.34	1.38	1.38	1.59	1.03	1.00	1.04	1.28
North Central	1.21	1.12	1.17	1.63	0.85	0.80	0.92	1.36
Western	0.94	1.02	0.97	1.26	0.72	0.72	0.71	1.00
National	1.14	1.19	1.25	1.56	0.87	0.88	0.97	1.27

How to read the table: Nationwide in 1986, one FTE nurse is responsible for 1.14 beds based upon the total beds available in the hospital. One nurse is responsible for 0.87 of those occupied on a daily average.

There are regional variations in responses to a new question about changes over the past year in the staffing mix of full-time and part-time RNs. Nationwide, 42% indicate no change; 35%, more part-time; and 21%, more full-time. Significantly more facilities in the West (47%) than in the Northeast (28%) have shifted to more part-time RNs while the others equal the 35% norm. Significantly more North Central and Northeast hospitals (26%/27%) than those in the West (9%) have moved to full-time RNs while the South (17%) is about average.

BUDGET

As in the past, almost two thirds of the hospitals (64%) have a separate recruitment budget, and 35% do not. Again, the majority of the 130 respondents with separate budgets (85%-110 individuals) provide budget data. Recruitment budgets, averaging $103,275 in 1986, show a significant increase over the $81,215 last year--up 27% nationwide.

Salaries are part of more Western (68%) and Southern (66%) recruitment budgets than in the North Central states (53%) or Northeast (47%). Nationwide the average recruitment budget including salaries is $118,760; without salaries, $74,086.

Half of the respondents in the Northeast (51%) and West (53%) report an increase in recruitment budget in contrast to a third of those in the South (34%) and North Central states (36%). Nationwide a quarter (26%) report a decrease--down significantly from the decrease of 39%/41% in 1984 and 1985--with lower percentages in the Northeast (14%) and West (21%) and the highest in the South (44%).

The advertising portion of the recruitment budget has increased over last year. The average of 35% in budgets including salary is up 6 percentage points nationally over last year with the greatest increase (9 percentage points) in the North Central states from 19% to 28%. The 65% for advertising recruitment budgets without salaries registers a 10 percentage point increase ranging from a high of 90% in the West to 52% in the North Central region.

The Northeast and West equal the national average in the number of FTE RNs to be recruited this year, 87 ($\pm$1)--up significantly from 73 in 1985 and 70 in 1984 but less than the high 110 of 1980. The 67 projected in the North Central states is about equal to last year while the high 110 in the South (again probably due to the two large hospitals) is considerably larger than the 84,'86 of the last two years.

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The number of RN FTE vacancies is up significantly over last year--27 nationally vs. 17 last year and a low of 13 in 1984. Again, the 2 large hospitals in the South give it the most vacancies and the greatest increase over 1985 (34, double those of last year). Other areas range from 22 to 28--up 7 to 8 over 1985.

A new value was calculated this year to determine the percentage of nursing vacancies in each hospital--the number of RN FTE vacancies divided by budgeted # of RN FTE. While individual vacancies vary from 0-28%, the National 7% RN average vacancy rate is constant everywhere (±1%).

In all areas ICU/CCU again ranks first by a wide margin as the nursing specialty which is the hardest to fill--cited by 79%-86% of all respondents. The 82% nationally is significantly greater than the 57%-65% of previous years--no doubt due to DRGs and increased patient acuity levels. OR follows with 26% nationwide, and shows wide variation by area: 50% in the West, 27% in the Northeast, 19% in the South and 16% in the North Central states.

RECRUITMENT PROGRAM

The 19% national turnover rate shows little change from the 18% in 1984/85 and remains below the 30% and 27% in 1980/1981. The South has a significantly higher rate (25%) than other areas which range from 15% to 19%. In general the bed capacity of the hospital has little to do with turnover rate, although the 300-399 bed facility is somewhat lower (16%) than all others (18% - 20%).

The cost per hire continues to rise--now $1276 nationally and up 19% over 1985--with a high of $1668 in the West, a moderate $1210 and $1363 in the South and Northeast, respectively, and a low of $1005 in the North Central states.

The use of recruiting/employment agencies, 26% nationwide, is back to the early 1980s levels (24%-30%)--up from the 20% in 1985 and 16% in 1984. Agency utilization is most common in the West (32%--double that of 1985) and lowest in the North Central region (16%--equal to 1985).

Nationwide, 61%--equal to last year--indicate that local advertising is the most successful method of recruitment for health care personnel in all areas of the country, and local advertising is utilized by virtually all recruiters (96%). The majority (93%) also schedule career days which are considered most successful by 33% nationally. Opportunities for recruiting RN staff in particular--individual campus visits, career directories, student nurse conventions, and national journal advertising--are used by 56%-67% and rank next in importance. While there is an increase of 5 percentage points in those saying they made more recruitment trips this year (15% nationally) and a drop (28% vs. 49% in 1985) in those making fewer trips, there is little change in the number of trips made--8 vs. 7 in 1985. Again this year fewer trips are made by recruiters in the West (2) than elsewhere (8-10). As might be expected, the number of trips made increases with hospital size and ranges from 4 (100-200 beds) to 15 (700+ beds).

With the exception of special orientation or internship programs (78%--down slightly from the 84%/85% of 1984 and 1985) there is little change this year in the benefits offered to nurses. Over time, clinical laddering (46% nationwide) and child care centers (33%) appear to be gradually increasing from 1984 levels--8 and 10 percentage points, respectively. Of course, clinical laddering is more prevalent in larger hospitals (50%/58% of those with 300+ beds) than in smaller facilities (26%).

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SALARY

The average base salary for a staff nurse ($20,186 nationally) is a 3% increase over last year and is higher in the West ($22,200), lower in the South and North Central states ($19,000-$20,000). The average basic salaries for head nurses ($25,673) and DONs (37,379) are 5% higher than in 1985. Only a quarter of the facilities (24% nationwide) now pay more for a BSN than for a Diploma or Associate Degree nurse--down from the 27%-33% of the previous 5 years.

NURSE RECRUITER

The average respondent's salary is $29,467 and as in previous years the West is high ($33,000) compared to other areas ($28,000-$29,000). The 6% salary advance over last year reflects increased experience as respondents have been in their current position longer (52 months vs. 46 in 1985) and in recruiting longer (63 months vs. 56).

The percent of time that respondents spend on recruitment has risen this year to 64% nationwide--up from 57%/59% in the past two years but lower than the 71%-73% in the early 1980s. The greatest increase occurs in the West (72%--up from 59% last year). With values comparable to last year, the North Central region is low (58%) while the Northeast and South are equal to the 64% norm.

As in 1985 almost all respondents recruit for RNs (96%) and a majority for LPN/LVNs (78%) and other positions (70%). Although Nurse Recruiter is the major title given by respondents (32%--down 3 percentage points over last year), new titles reflect the broader membership base, e.g. Employment/Staffing Director (22%), Professional Health Care Recruiter (6%) and Human Resources Specialist/ Director (3%).

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HEALTHCARE RECRUITMENT SURVEY

JUNE 1986

HOSPITAL DATA

In what region is your facility located?

	1986 #	1985 #	1984 #	1980 #
Northeastern	60	66	103	50
Southern	48	54	94	85
North Central	62	66	97	75
Western	34	35	51	32
National	204	221	345	242

What is the bed capacity of the hospital for which you recruit?

	40-99 beds		100-299 beds		300-499 beds		500-999 beds		1000+ beds	
	1986 %	1985 %	1986 %	1985 %	1986 %	1985 %	1986 %	1985 %	1986 %	1985 %
Northeastern	-	3	28	27	38	38	30	30	3	2
Southern	4	2	25	33	23	30	33	28	15	7
North Central	-	2	16	20	50	38	29	35	5	5
Western	-	-	29	31	56	54	12	14	3	-
National	1	2	24	27	41	39	27	29	6	4

What is the bed capacity of the hospital for which you recruit?

	Average 1986 #	1985 #	1984 #	1980 #	Range 1986 #
Northeastern	442	430	468	486	(106-1350)
Southern	582	459	458	438	(50-2700)
North Central	474	472	458	490	(115-1474)
Western	379	367	356	379	(142-1400)
National	474	440	446	456	(50-2700)

How does this compare to the capacity in 1985?

	Increase 1986 %	1985 %	1984 %	Decrease 1986 %	1985 %	1984 %	Same 1986 %	1985 %	1984 %
Northeastern	8	11	7	13	8	8	78	82	85
Southern	8	13	21	6	9	4	83	78	73
North Central	3	3	8	19	33	19	77	64	73
Western	29	17	16	6	9	4	65	74	78
National	10	10	13	12	16	9	77	74	77

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?

	Average 1986 #	1985 #	1984 #	1980 #	Range 1986 #
Northeastern	429	362	350	306	(80-1500)
Southern	434	333	331	275	(75-1300)
North Central	390	422	391	300	(71-1198)
Western	402	360	366	300	(150-952)
National	415	371	358	293	(71-1500)

Has the mix of full-time and part-time RNs changed in the past year? (1986 only)

	Yes, more full-time %	Yes, more part-time %	No change %	No Answer %
Northeastern	27	28	47	2
Southern	17	33	44	6
North Central	26	37	34	7
Western	9	47	44	3
National	21	35	42	4

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HOSPITAL DATA (Continued)

What is the average daily patient census?

	1986 %	1985 %	1984 %	Range 1986 %
Northeastern	81	80	83	(57-100)
Southern	75	71	77	(46-98)
North Central	69	71	76	(42-88)
Western	73	72	75	(50-100)
National	75	74	78	(42-100)

Is your facility subject to DRGs or any other state prospective payment regulations?

	Yes 1986 %	Yes 1985 %	Yes 1984 %	No 1986 %	No 1985 %	No 1984 %
Northeastern	92	65	61	7	30	35
Southern	83	85	93	8	9	6
North Central	94	94	91	2	3	8
Western	97	91	86	3	6	6
National	91	83	82	5	13	15

How does this compare to the last fiscal year?

	Increase 1986 %	Increase 1985 %	Increase 1984 %	Decrease 1986 %	Decrease 1985 %	Decrease 1984 %	Same 1986 %	Same 1985 %	Same 1984 %	No Answer 1986 %	No Answer 1985 %	No Answer 1984 %
Northeastern	28	26	25	37	36	40	28	21	21	7	17	14
Southern	29	13	22	29	63	45	27	9	25	15	15	8
North Central	23	18	9	44	52	63	23	15	22	11	15	6
Western	41	17	24	24	49	37	21	31	29	15	3	10
National	29	19	20	35	49	47	25	18	23	11	14	10

RECRUITMENT BUDGET

Do you have a separate recruitment budget?

	Yes 1986 %	Yes 1985 %	No 1986 %	No 1985 %
Northeastern	72	62	28	36
Southern	67	72	31	28
North Central	58	62	42	36
Western	56	54	41	46
National	64	63	35	36

If yes, what is your total recruitment budget for the year 1986-1987? (Values from 110 individuals)

	Average 1986 $	Average 1985 $	Average 1984 $	Average 1980 $	Range 1986 $	Median 1986 $	Median 1985 $	Median 1984 $
Northeastern	121,958	94,373	79,937	[illegible]	(15,000-396,100)	99,000	73,900	57,360
Southern	113,350	84,035	83,334	[illegible]	(600-402,000)	78,000	74,000	59,360
North Central	75,000	62,128	76,115	[illegible]	(1000-175,000)	76,900	45,600	49,100
Western	100,876	90,757	79,781	[illegible]	(45,000-284,600)	86,200	86,000	60,106
National	103,275	81,215	80,005	[illegible]	(600-402,000)	80,000	70,000	56,000

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RECRUITMENT BUDGET (Continued)

If yes, how does this compare to your budget for the previous year? (Responses from 130 individuals)

	Increase				Decrease				Same				New program/other				No Answer			
	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	51	24	18	70	14	32	30	8	21	29	35	12	-	7	2	-	14	7	15	10
Southern	34	33	20	59	44	49	42	7	16	13	29	9	3	3	1	-	3	3	8	25
North Central	36	24	13	64	28	46	45	4	28	27	20	16	-	-	1	-	8	2	21	16
Western	53	37	10	60	21	37	41	9	5	16	27	9	-	-	-	-	21	11	22	22
National	43	29	16	63	26	41	39	6	19	22	28	12	1	3	1	-	11	5	16	19

What percent of your 1986-1987 budget is for: (Responses from 73 individuals)

Budget includes salary:

	Salary				Travel				Advertising			
				Range				Range				Range
	1986	1985	1984	1986	1986	1985	1984	1986	1986	1985	1984	1986
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	39	40	48	(20-80)	9	10	6	(1-25)	45	42	37	(0-60)
Southern	41	43	39	(18-80)	10	7	13	(1-53)	33	27	30	(1-65)
North Central	51	56	55	(23-80)	11	8	8	(0-35)	28	19	25	(0-65)
Western	45	44	47	(20-98)	9	6	10	(0-50)	30	32	32	(1-56)
National	44	47	47	(18-98)	10	8	9	(0-53)	35	29	31	(0-65)

	Recruitment materials				Other			
				Range				Range
	1986	1985	1984	1986	1986	1985	1984	1986
	%	%	%	%	%	%	%	%
Northeastern	11	6	7	(0-60)	15	2	3	(1-79)
Southern	8	9	9	(1-20)	16	15	12	(0-65)
North Central	6	9	7	(1-20)	14	9	8	(2-34)
Western	9	8	11	(1-25)	18	9	7	(5-52)
National	9	8	8	(0-60)	15	9	8	(0-79)

Budget does NOT include salary: (Responses from 35 individuals)

	Travel				Advertising				Recruitment materials				Other			
				Range				Range				Range				Range
	1986	1985	1984	1986	1986	1985	1984	1986	1986	1985	1984	1986	1986	1985	1984	1986
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	13	13	13	(0-42)	72	60	66	(29-98)	11	17	18	(0-29)	12	4	4	(0-40)
Southern	12	17	23	(0-33)	60	47	53	(31-100)	16	11	26	(0-58)	16	11	11	(0-40)
North Central	25	22	23	(0-50)	52	43	47	(10-100)	19	12	20	(1-50)	22	23	18	(0-40)
Western	5	14	23	(0-10)	90	69	62	(-90-)	5	5	21	(0-10)	-	12	19	-
National	16	15	20	(0-50)	65	55	56	(10-100)	14	13	21	(0-58)	17	10	13	(0-40)

Other expenses for 1986-1987 - Combined budgets (5-9 mentions National): Relocation assistance, meetings/conventions, scholarships/tuition, open houses/brochures, postage, office supplies, dues, agency/placement fees

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How many RNs (full-time equivalents) do you plan to recruit this year?

	Average				Range
	1986	1985	1984	1980	1986
	#	#	#	#	#
Northeastern	88	75	73	108	(5-310)
Southern	110	84	86	120	(7-500)
North Central	67	65	51	107	(0-275)
Western	86	70	66	102	(7-280)
National	87	73	70	110	(0-500)

How many RN FTE vacancies do you currently have?

	Average				Range
	1986	1985	1984	1980	1986
	#	#	#	#	#
Northeastern	28	20	17	31	(2-110)
Southern	34	17	14	43	(2-160)
North Central	22	15	9	36	(0-96)
Western	24	16	11	38	(3-90)
National	27	17	13	37	(0-160)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

NORTHEASTERN	1986	1985	1984	1980
	%	%	%	%
ICU/CCU	80	67	59	84
Operating room	27	15	8	14
Psychiatric/mental health	12	18	13	6
Emergency	10	6	-	-
Neurosurgery/neurology	8	6	2	12
Oncology	7	3	2	-
Pediatric	7	2	-	-
Medical/surgical	5	11	18	36
Burn unit	5	6	-	-
Ob/gyn/nursery/maternal	5	3	7	-
Rehabilitation	5	2	-	-
Evening/night staff	3	-	-	-
Orthopedic	2	3	2	4
Hemodialysis	2	2	-	-
Coronary/cardiac surgery	-	3	-	-
Geriatric	-	2	-	-
Recovery room	-	2	-	-
All specialties	2	5	-	-
(Base)	(60)	(66)	(103)	(50)

WESTERN	1986	1985	1984	1980
	%	%	%	%
ICU/CCU	85	63	63	72
Operating room	50	26	27	19
Ob/gyn/nursery/maternal	29	11	14	6
Psychiatric/mental health	15	14	6	-
Pediatric	12	6	-	-
Evening/night shift	6	9	-	-
Oncology	6	9	6	6
Neurosurgery/neurology	6	3	6	-
Coronary/cardiac surgery	3	3	-	-
Medical/surgical	3	-	-	-
Rehabilitation	-	9	-	-
Emergency	-	3	-	-
Recovery room	-	3	-	-
Respiratory	-	3	-	-
Burn unit	-	3	-	-
All specialties	-	6	-	-
(Base)	(34)	(35)	(51)	(32)

SOUTHERN	1986	1985	1984	1980
ICU/CCU	79	57	59	64
Operating room	19	26	6	4
Medical/surgical	19	13	20	54
Ob/gyn/nursery/maternal	17	11	10	7
Psychiatric/mental health	15	9	-	-
Oncology	13	9	10	8
Pediatric	10	4	4	-
Evening/night shift	8	-	-	-
Neurosurgery/neurology	6	6	5	5
Hemodialysis	2	7	-	-
Emergency	2	2	-	-
Orthopedic	2	2	3	6
Rehabilitation	2	2	-	-
Coronary/cardiac surgery	-	4	-	-
Recovery room	-	2	-	-
(Base)	(48)	(54)	(94)	(85)

NORTH CENTRAL	1986	1985	1984	1980
ICU/CCU	86	64	60	51
Operating room	16	15	7	-
Psychiatric/mental health	11	12	13	9
Medical/surgical	11	3	6	36
Emergency	10	11	-	-
Neurosurgery/neurology	7	8	5	7
Ob/gyn/nursery/maternal	7	5	3	-
Pediatric	5	5	5	4
Rehabilitation	3	5	-	-
Burn unit	3	5	-	-
Evening/night shift	2	3	2	-
Hemodialysis	2	3	-	-
Oncology	-	2	7	8
Respiratory	-	2	-	-
All specialties	7	6	-	-
(Base)	(62)	(66)	(97)	(75)

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RECRUITMENT BUDGET (Continued)

NATIONAL	1986	1985	1984	1980
	%	%	%	%
ICU/CCU	82	63	60	65
Operating room	26	20	10	7
Psychiatric/mental health	13	14	10	4
Ob/gyn/nursery/maternal	12	7	8	3
Medical/surgical	10	7	13	42
Pediatric	8	4	4	1
Neurosurgery/neurology	7	6	4	6
Emergency room	6	6	3	-
Oncology	6	5	6	6
Evening/night shift	4	2	4	-
Rehabilitation	3	4	-	-
Burn unit	3	4	-	-
Hemodialysis	2	3	2	-
Coronary/cardiac surgery	1	2	-	-
Orthopedic	1	1	2	9
Recovery room	-	1	-	-
Respiratory	-	1	-	-
Geriatric	-	1	1	-
All specialties	3	4	-	-
(Base)	(204)	(221)	(345)	(242)

What percent RN FTE vacancies do you currently have? (Calculated value from # vacancies & # FTE on staff.) (1986 only)

	Average	Range
	%	%
Northeastern	7	(1-24)
Southern	8	(1-20)
North Central	6	(0-28)
Western	7	(3-23)
National	7	(0-28)

RECRUITMENT PROGRAM

What is your annual turnover rate for Full-Time Equivalent RNs?

	Average				Range
	1986	1985	1984	1980	1986
	%	%	%	%	%
Northeastern	19	19	18	29	(2-48)
Southern	25	20	22	34	(7-45)
North Central	15	16	14	27	(2-30)
Western	16	16	17	31	(4-30)
National	18	18	18	30	(2-48)

What is your cost per FTE hire?

	Average				Range
	1986	1985	1984	1980	1986
	$	$	$	$	$
Northeastern	1363	1247	1040	649	(86-6211)
Southern	1210	1256	894	816	(278-3500)
North Central	1005	750	1025	682	(0-3200)
Western	1668	1135	1283	777	(270-6000)
National	1276	1073	1033	731	(0-6211)

In the past year, did you utilize a recruiting or employment agency?

	Yes				No			
	1986	1985	1984	1980	1986	1985	1984	1980
	%	%	%	%	%	%	%	%
Northeastern	30	26	11	18	70	73	89	82
Southern	27	22	18	32	73	78	82	68
North Central	16	15	13	28	81	85	87	72
Western	32	17	29	47	68	80	71	53
National	26	20	16	30	74	79	84	70

If Yes: What types of positions are filled by agencies?

#	
31	Administration: mgmt. (22), Dir. (4), V.P. (2) Head nurse (2), Department head (1)
17	Nursing staff: ICU/CCU (5), nursing staff (3), Clinical specialist (3), Ped. (2), LPN (2), OR (1), pvt. duty (1)
9	Therapists: phys. (4), respiratory (2), occupational (2), enterstomial (1)
5	Non medical: non nursing (2), data proc. (2), secret.(1)

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RECRUITMENT PROGRAM (Continued)

During the past year, what has been the most successful method of recruitment for you?

	Northeastern			Southern			North Central			Western			National		
	1986	1985	1984	1986	1985	1984	1986	1985	1984	1986	1985	1984	1986	1985	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Local advertising	67	65	64	67	52	46	47	59	56	71	69	63	61	61	57
Career days	42	35	34	23	19	27	44	42	50	12	20	14	33	31	33
Individual campus visits	18	21	19	23	15	14	23	14	22	6	11	16	19	16	18
Career directories	22	11	8	17	32	15	3	8	4	17	26	20	14	17	10
Student nurse conventions	15	11	8	10	9	6	15	18	13	3	6	4	12	11	8
National nursing journal advertising	8	6	5	17	24	16	3	3	2	12	11	14	9	10	8
Job fairs	12	17	9	-	2	1	3	5	5	-	3	-	4	7	4
Nonlocal newspaper advertising	10	5	4	4	6	5	2	3	4	-	14	2	4	6	4
Specialty nurse meetings	2	2	2	2	2	1	3	2	1	-	-	8	2	1	2

RANK ORDER

	Northeastern			Southern			North Central			Western			National		
	1986	1985	1984	1986	1985	1984	1986	1985	1984	1986	1985	1984	1986	1985	1984
Local advertising	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Career days	2	2	2	2	4	2	2	2	2	3	3	4	2	2	2
Individual campus visits	4	3	3	3	5	5	3	4	3	5	5	3	3	4	3
Career directories	3	5	5	4	2	4	5	5	6	2	2	2	4	3	4
Student nurse conventions	5	6	6	6	6	6	4	3	4	6	7	7	5	5	6
National nursing journal advertising	8	7	7	5	3	3	6	7	8	4	6	5	6	6	5
Job fairs	6	4	4	-	8	8	7	6	5	-	8	-	7	7	8
Nonlocal newspaper advertising	7	8	8	7	7	7	9	8	7	-	4	8	8	8	7
Specialty nurse meetings	9	9	9	8	9	9	8	9	9	-	-	6	9	9	9

How many recruitment trips did you make last year?

	Average			Range
	1986	1985	1984	1986
	#	#	#	#
Northeastern	10	9	10	(0-36)
Southern	10	7	9	(0-44)
North Central	8	9	13	(0-35)
Western	2	2	3	(0-12)
National	8	7	9	(0-44)

How does this compare to previous years?

	More		Same		Less		No Answer	
	1986	1985	1986	1985	1986	1985	1986	1985
	%	%	%	%	%	%	%	%
Northeastern	12	20	60	27	27	38	2	15
Southern	23	4	52	30	21	61	4	6
North Central	13	8	58	27	26	56	3	9
Western	15	6	41	51	41	87	3	6
National	15	10	54	32	28	49	3	10

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BENEFITS

Does your facility offer the following benefits to nurses?

Tax shelter annuity:

	1986 %	1985 %	1984 %	1980 %
Northeastern	85	91	87	76
Southern	88	85	79	49
North Central	94	94	93	85
Western	91	91	88	72
National	89	91	87	69

Clinical laddering:

	1986 %	1985 %	1984 %
Northeastern	45	47	38
Southern	44	46	39
North Central	37	32	30
Western	68	60	49
National	46	44	38

Child care center:

	1986 %	1985 %	1984 %
Northeastern	33	32	21
Southern	35	28	22
North Central	32	30	32
Western	32	26	12
National	33	29	23

Pension Plan:

	1986 %	1985 %	1984 %	1980 %
Northeastern	100	97	96	90
Southern	94	85	89	85
North Central	98	99	100	95
Western	97	97	100	97
National	98	95	96	91

Special orientations or internship programs (for new graduates)

	1986 %	1985 %	1984 %	1980 %
Northeastern	85	91	85	82
Southern	79	83	80	94
North Central	71	82	87	94
Western	79	83	84	94
National	78	85	84	91

Flexible staffing:

	1986 %	1985 %
Northeastern	60	64
Southern	71	74
North Central	68	73
Western	82	71
National	69	70

Credit union:

	1986 %	1985 %	1984 %	1980 %
Northeastern	78	74	81	54
Southern	90	91	85	86
North Central	89	88	88	73
Western	100	97	98	84
National	88	86	86	75

Refresher courses:
(to retrain nurses returning to work)

	1986 %	1985 %	1984 %	1980 %
Northeastern	13	17	16	42
Southern	17	15	19	46
North Central	8	11	19	47
Western	9	9	8	44
National	12	13	16	45

Pharmacy discount:

	1986 %	1985 %	1984 %
Northeastern	87	85	85
Southern	88	91	83
North Central	86	82	80
Western	85	80	73
National	86	85	81

Paid time off to attend seminars/ continuing education

	1986 %	1985 %	1984 %
Northeastern	90	96	96
Southern	94	96	97
North Central	86	82	89
Western	88	97	94
National	89	92	94

Work study program for students:

	1986 %	1985 %	1984 %
Northeastern	37	30	42
Southern	33	33	46
North Central	31	21	37
Western	27	20	37
National	32	27	41

Wellness center:

	1986 %	1985 %	1984 %
Northeastern	28	24	27
Southern	33	46	30
North Central	40	49	35
Western	65	66	33
National	39	43	31

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BENEFITS (continued)

Full-time benefits for part-time employees:

	1986 %	1985 %
Northeastern	30	30
Southern	25	17
North Central	24	23
Western	32	40
National	28	26

Other benefits in 1986 (National only) more than 5 mentions: tuition reimbursement (62); dental, life, health insurance (22-24); free parking (10); relocation expense (9); shift differential (7); discount cafeteria (6).

SALARY

What is the salary range for each of the following positions?

	Average low			Average high			Range
	1986 $	1985 $	1984 $	1986 $	1985 $	1984 $	1986 $
Staff nurse							
Northeastern	20,358	19,597	18,845	27,742	25,679	24,383	(15,600-41,000)
Southern	18,997	18,405	17,835	25,726	25,667	24,381	(17,100-30,800)
North Central	19,927	19,242	18,945	26,632	25,735	25,106	(15,800-34,200)
Western	22,200	22,024	20,463	30,729	30,027	27,509	(17,900-41,100)
National	20,186	19,591	18,835	27,404	26,404	25,071	(15,600-41,100)
Head nurse							
Northeastern	25,989	24,033	22,698	35,135	31,604	29,267	(19,700-47,700)
Southern	23,921	22,874	21,796	32,570	31,357	29,784	(17,700-38,000)
North Central	25,119	23,982	22,896	34,310	32,869	30,748	(17,500-43,200)
Western	28,610	27,675	25,853	40,092	37,267	34,908	(22,700-51,300)
National	25,673	24,352	22,951	35,189	32,894	30,640	(17,500-51,300)
Director of Nursing							
Northeastern	41,054	36,857	34,939	59,603	48,350	45,824	(17,000-110,000)
Southern	34,238	31,695	29,683	47,150	43,895	42,989	(27,900-60,900)
North Central	35,705	34,372	31,248	48,954	48,279	43,488	(24,200-80,000)
Western	38,988	40,263	37,134	57,672	54,511	48,927	(16,500-72,800)
National	37,379	35,495	32,809	52,921	48,304	44,961	(16,500-110,000)

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SALARY (continued)

Do you pay more for a BSN than a diploma or an ADN?

	Yes			No		
	1986	1985	1984	1986	1985	1984
	%	%	%	%	%	%
Northeastern	32	35	43	65	64	51
Southern	17	22	28	81	78	69
North Central	24	23	33	74	74	65
Western	21	26	23	79	74	69
National	24	27	33	74	72	63

NURSE RECRUITER

What is your annual salary?

	Average				Range
	1986	1985	1984	1980	1986
	$	$	$	$	$
Northeastern	28,916	27,188	26,858	18,322	(12,700-46,000)
Southern	27,729	27,017	26,085	18,014	(17,000-42,000)
North Central	28,608	26,819	26,963	19,516	(20,000-38,000)
Western	33,083	31,691	30,409	21,504	(22,800-40,000)
National	29,270	27,773	27,224	19,019	(12,700-46,000)

What percent of your time is spent on recruitment?

	Average				Range
	1986	1985	1984	1980	1986
	%	%	%	%	%
Northeastern	65	66	63	74	(2-100)
Southern	64	57	56	72	(10-100)
North Central	58	54	53	73	(5-100)
Western	72	59	52	78	(8-100)
National	64	59	57	73	(2-100)

Which positions are covered by your recruiting?

	RN		LPN/LVN		Physical Therapist		Other	
	1986	1985	1986	1985	1986	1985	1986	1985
	%	%	%	%	%	%	%	%
Northeastern	98	89	77	70	23	18	67	71
Southern	98	87	88	76	40	30	79	63
North Central	92	97	71	73	32	38	66	65
Western	94	86	82	80	29	29	68	80
National	96	91	78	74	31	29	70	69

Please specify other positions.
National (5 or more mentions):

	1986	1985	1984	1982
	%	%	%	%
Nurses' aide/orderly	24	21	22	33
All hospital personnel	24	19	11	3
Medical technologist/technician	19	24	22	36
Ward clerk/unit secretary	19	15	18	25

(1986 2%-5%: therapists, allied health, specialty areas, all professionals, social workers, student nurses)

How long have you held this job?

	Average # months			Range
	1986	1985	1984	1986
	#	#	#	#
Northeastern	50	45	42	(3-312)
Southern	52	44	33	(4-168)
North Central	57	47	48	(3-432)
Western	49	52	40	(2-108)
National	52	46	41	(2-432)

How long have you been engaged in recruiting?

	Average # months			Range
	1986	1985	1984	1986
	#	#	#	#
Northeastern	65	56	56	(3-312)
Southern	57	50	43	(6-180)
North Central	62	55	54	(4-192)
Western	70	65	52	(4-144)
National	63	56	51	(3-312)

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What is your title? (5 or more mentions)

	Nurse Recruiter			Nurse Recruitment Nursing Resources-Employment Coord. Director, Mgr.		Employment Mgr., Dir. Coordinator			Nurse Recruitment & Retention Dir., Coordinator, Mgr.			Professional Health Care Recruiter		Personnel-Specialist, Coord. Dir.		
	1986	1985	1984	1986	1985/84	1986	1985	1984	1986	1985	1984	1986	1985/84	1986	1985	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	33	52	48	20	-	17	12	4	7	9	11	7	-	7	8	11
Southern	29	32	38	23	-	10	11	4	13	20	17	8	-	6	13	7
North Central	31	27	37	13	-	32	23	10	5	12	17	5	-	5	14	5
Western	35	26	29	12	-	29	26	12	9	23	25	3	-	3	6	8
National	32	35	40	17	-	22	17	7	8	15	16	6	-	5	10	8

	Human Resources Specialist, Dir.		Nursing Admin. D.O.N./Ass't.			Other			No Answer		
	1986	1985/84	1986	1985	1984	1986	1985	1984	1986	1985	1984
	%	%	%	%	%	%	%	%	%	%	%
Northeastern	5	-	2	9	4	2	-	5	2	3	2
Southern	2	-	6	13	12	-	-	12	2	2	3
North Central	2	-	3	9	4	-	3	19	5	5	2
Western	6	-	-	14	6	3	-	10	-	-	2
National	3	-	3	11	6	1	1	11	3	3	2

What is your educational preparation for nurse recruiter? (Highest level indicated)

	Associate Degree				Diploma			Bachelor's Degree				Master's Degree				Other			
	1986	1985	1984	1980	1986	1985	1984	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980*
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	13	5	11	10	8	17	14	53	52	42	70	22	23	30	8	2	-	-	26
Southern	13	15	7	16	8	13	14	69	48	60	52	6	15	14	12	-	4	1	35
North Central	11	11	13	14	11	15	18	57	55	51	60	15	12	14	4	3	5	2	38
Western	18	9	6	19	15	20	16	41	49	49	50	21	17	21	19	-	3	2	22
National	13	10	10	14	10	16	16	56	51	50	57	16	17	20	10	2	3	1	32

*1980 figures include diploma nurses

Are you an RN?

	Yes				Male				Female			
	1986	1985	1984	1980	1986	1985	1984	1980	1986	1985	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	83	77	83	64	5	9	4	10	92	88	93	88
Southern	67	72	78	58	8	11	11	19	90	87	87	80
North Central	71	70	75	75	5	9	6	13	90	89	92	84
Western	79	77	80	88	3	9	8	6	94	91	92	94
National	75	74	79	68	5	10	7	13	91	89	91	85

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We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Please take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

NAHCR
National Association For Health Care Recruitment
P. O. Box 9351
Cleveland, Ohio 44101-5851

Does the survey provide you with information that is useful?

	Yes	No
for you	[]	[]
for your administration	[]	[]
other (please specify)		

_____

Is the information presented in an easily understood form?

[] Yes [] No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____